



Research Product 98-08

**Direct and Lead Units in
Execution of Battle
(Battlefield Function 20)
as Accomplished by a Heavy Brigade
Volume 2: Assessment Package**

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BDM Federal, Inc.

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PRC, Inc.

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Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

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14. ABSTRACT (Maximum 200 words): <p>The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training.</p> <p>The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the assessment package for BF 20 as performed by a heavy brigade headquarters.</p>								
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FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The assessment procedures described in this report are based on a function analysis resulting from one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

This assessment package is based on the battlefield function analysis presented in "Direct and Lead Units in Execution of Battle (Battlefield Function 20) as Accomplished by a Heavy Brigade Volume 1". That analysis benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Battle Command Training Program, U.S. Army Command and General Staff College, TRADOC Program Integration Office-Army Battle Command System, DTDD at USAARMC, Joint Readiness Training Center (JRTC), and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC David M. Annen, U.S. Army Field Artillery School; COL Philip Federle, U.S. Army Engineer School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's Representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

DIRECT AND LEAD UNITS IN EXECUTION OF BATTLE (BATTLEFIELD FUNCTION 20) AS ACCOMPLISHED BY A
HEAVY BRIGADE VOLUME 2: ASSESSMENT PACKAGE

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INTRODUCTION

The results of the Army Research Institute's examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in a series of two volume sets. These sets cover brigade headquarters and the supporting units of air defense artillery battery, engineer battalion, field artillery battalion, and forward support battalion. Volume 1, Function Analysis, identifies and describes information and tasks necessary to accomplish the function. The analysis is targeted at planning and conducting collective training. Volume 2 provides an Assessment Package. It implements an assessment approach that identifies the purpose of the unit's action in relation to the function. This provides a basis for appraising the performance of the function and the outcomes resulting from it. The assessment package is intended to support the conduct of a training event, such as a field training exercise (FTX) or command post exercise (CPX). The package assists assessment planning, data collection, and using the collected data in the conduct of after action reviews (AARs). The materials assume skilled observers who can quickly identify when a unit is performing especially well or not, and, if not, the nature of the problem. Nothing in the Assessment Package can substitute for that expertise. The package adds value to two aspects of assessment. First, consistency in the assessment of multiple observers is facilitated through the consideration of the same outcomes and tasks. Second, efficiency in the assessment and AAR process is enhanced.

This assessment package is for the heavy brigade combat team. It is organized to allow a commander or other observer to consider performance at several levels associated with increasingly focused questions:

- Did the unit achieve the purpose of the BF (e.g., for BF 19, to provide leadership, direction, command, and control during preparation for the battle)?
- If the purpose was not achieved, which outcomes did not occur? (e.g., Did subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent?)
- If an outcome did not occur or if performance was exemplary, what components of the outcome (e.g., backbriefs, rehearsals) or clusters of tasks (e.g., rehearsal tasks related to level of participation, priority of tasks, and realism) were notable strengths or weaknesses?

The tools provided in this Assessment Package include:

- Worksheet: This provides a means to record brief answers to each of above three questions.
- Assessment Strategy and Assessment Scale: The Strategy section advises where assessment personnel should be stationed to both observe performance, and review incoming information and outgoing products. The Assessment Scale can be used to assign evaluative ratings to both observations and products.
- Outcome Assessment Observations and Diagnosis Aids: These forms guide observers in making their evaluative ratings and then in further specifying, or diagnosing, any weakness in the observed performance.
- Product Review Measures of Effectiveness: These forms provide a means for collecting information regarding each of the products. They identify the products to be reviewed, which items to evaluate, and the information to be recorded.

Planning Assessment

The Assessment Strategy tool, briefly noted above, lists all outcomes that could be addressed, suggests where observers should be located, and specifies activities and products to be observed. The strategy helps commanders decide which outcomes should be addressed, guides the estimate of the number of observers and types of enemy forces required, and identifies the relevant assessment tools in the package (e.g., measures of effectiveness, outcome assessment guides, and diagnostic aids).

Conducting AARs

In assessing the training and organizing the AAR, the commander or observer progresses through three decisions. The first decision is whether the function was accomplished and if it should be addressed in the AAR. This decision is typically based on whether the unit accomplished the purpose of the function and the outcomes that support the purpose. The next level of choice is the selection of function outcomes that are appropriate for the AAR. This analysis is supported by objective measures in the Assessment Package's tables and a framework for systematic expert judgment concerning performance related to the outcome. The third level of selection concerns the specific behavior related to the outcome that was pivotal to the unit's success or failure. This selection is aided by data collected in accordance with the observation and product review guides for each component. In complex outcomes, the performance requirements are broken into components to help the commander or other observers focus their attention. In all cases, related tasks and supporting tasks are summarized to describe behavior required to achieve the outcome. Two types of measures help provide the desired consistency and efficiency.

Outcome Assessment Guides. These guides usually require the commander or observer to be present to watch the unit's actions and judge the results. Tasks and supporting tasks associated with each outcome are grouped into likely strengths or weaknesses. The guides are supported by diagnostic aids tied to the function analysis in Volume 1. The diagnostic aids list the tasks and supporting tasks that apply to the outcome components and task summaries.

Product Review Measures of Effectiveness. These measures help anchor the assessment with objective data. The tables associated with the measures of effectiveness should be completed for each event that covers the relevant outcomes. Over time, the measures will provide a context for showing how performance compares with other units or with previous performance by the subject unit. Many of the measures can be completed based on products, so the commander or observer does not have to view the performance. There should, however, be a mechanism in place to collect and process the information before the AAR.

WORKSHEET

MISSION _____
DATE _____
UNIT _____

Briefly state the corps, division, and brigade commander's intents for this mission:

Corps commander's intent:

Division commander's intent:

Brigade commander's intent:

PURPOSE OF THE BF: To provide leadership, direction, command, and control during preparation for the battle.

Did the brigade commander and staff achieve this purpose (circle one): YES NO

If this performance exceeded the standard, describe any techniques of superior performance. These are techniques that you believe should be cited in the brigade AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army.

WORKSHEET (Continued)

Outcome	Achieved?		Notes
OUTCOME 1: Brigade command posts maintain continuous communications with higher, adjacent, and subordinate headquarters.	Y	N	
OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate battlefield information.	Y	N	
OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated to the commander by the armored brigade staff and others within the brigade.	Y	N	
OUTCOME 4: Sound (suitable, feasible, acceptable) decisions are made by the brigade commander and others within the armored brigade.	Y	N	

Outcome	Achieved?	Notes
OUTCOME 5: Affected units and personnel receive relevant changes and refinements to the plan in time to conduct troop leading procedures and required actions.	Y N	
OUTCOME 6: The brigade staff ensures that the brigade commander's guidance and orders are executed and that all relevant actions are coordinated with higher, adjacent, and subordinate headquarters.	Y N	
OUTCOME 7: Subordinate leaders demonstrate an understanding of the critical elements of their missions and mission essential tasks, the brigade mission, and the brigade commander's intent.	Y N	
OUTCOME 8: Soldiers and units are motivated, disciplined, and maintain unit cohesion.	Y N	

Outcome	Achieved?	Notes
OUTCOME 9: The brigade command and control capability survives and is prepared for the next mission.	Y N	

ASSESSMENT STRATEGY

Locations to observe unit performance and aspects of that performance relevant to assessment are suggested for each Outcome. The suggested locations and focus/focuses are not meant to be an exhaustive or all inclusive list.

Outcome	Location and Focus of Assessment
OUTCOME 1: Brigade command posts maintain continuous communications with higher, adjacent, and subordinate headquarters.	(Use Tables 1 and 2) <ul style="list-style-type: none">• Monitor communication capability from any location.• At command group, tactical (TAC) command post (CP), main CP, and rear CP during execution phase to check the maintenance of communications with higher, adjacent, subordinate units, and other brigade CPs, via radio, land line, liaison officer (LNO), or messenger.

Outcome	Location and Focus of Assessment	
OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate battlefield information.	Focus on Situational Awareness (Use Tables 3, 4, 5, and 6) <ul style="list-style-type: none"> • With Bde staff (at command group, TAC CP, main CP and rear CP: <ul style="list-style-type: none"> - Compare accuracy of information and staff evaluation against true mission, enemy, terrain, troops, and time available (METT-T) both before and after mission execution (situational awareness). - Compare status boards across CPs to see they reflect the same information. - Compare staff time needed to receive, evaluate and process information to time available to retain initiative via command and control of forces (timeliness). • With brigade commander and brigade staff to appraise availability of critical information. 	Focus on information and recommendations provided (Use Tables 3, 4, 5, 6, 9, and 10) <ul style="list-style-type: none"> • With brigade commander and staff to appraise soundness of recommendations from staff and subordinate task force (TF) Cdrs and supporting unit commanders (e.g., direct support (DS) field artillery (FA), forward support battalion (FSB), engineering (Engr)).
OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated to the commander by the armored brigade staff and others within the brigade.		

Outcome	Location and Focus of Assessment
<p>OUTCOME 4: Sound (suitable, feasible, acceptable) decisions are made by the brigade commander and others within the armored brigade.</p>	<p>Focus on commander's decision making (and development of fragmentary order (FRAGO), if needed).</p> <p>(Use Tables 5, 6, 9, and 10)</p> <ul style="list-style-type: none"> With brigade commander and other key brigade leaders to appraise correctness of decisions taken. Appraise both during and after the battle. Appraisal during the battle could be from perspective of the enemy: did decision create or deny enemy opportunities?
<p>OUTCOME 5: Affected units and personnel receive relevant changes and refinements to the plan in time to conduct troop leading procedures and required actions.</p>	<p>Focus on implementing commander's intent, production and dissemination of FRAGOs and units having time to implement: i.e., being/doing what is required.</p> <p>(Use Tables 1, 2, 3, 7, 8, 9, and 10)</p> <ul style="list-style-type: none"> With units to determine whether changes were received in time to permit implementation. With units to determine whether they were able to conduct troop leading procedures and implement changes. Appraise brigade conduct of mission.

Outcome	Location and Focus of Assessment
<p>OUTCOME 6: The brigade staff ensures that the brigade commander's guidance and orders are executed and that all relevant actions are coordinated with higher, adjacent, and subordinate headquarters.</p> <ul style="list-style-type: none"> At each CP during execution to monitor staff actions to ensure execution supports commander's intent as modified by FRAGO. At each CP during execution to monitor staff actions to ensure coordination. Examine staff journal, fire support execution matrix (FSEM), DST, and other decision aids to check they are updated regularly and are current. At higher, adjacent, and subordinate headquarters (HQs) to ascertain whether brigade staff coordinate orders and actions. 	<p>Focus on staff actions to coordinate and assist implementation of commander's intent.</p> <p>(Use Tables 1, 2, 8, 9, and 10)</p> <p>(Use Tables 2 and 8)</p> <ul style="list-style-type: none"> With brigade commander and staff to appraise subordinate leader understanding of orders when they brief back to the brigade commander or designated staff officers. With subordinate units to appraise understanding of orders they received and degree to which their actions meet the commander's intent. Appraise both during and after battle. With brigade commander and staff to appraise efforts to monitor subordinate actions to determine if subordinates understood orders and commander's intent.

Outcome	Location and Focus of Assessment
<p>OUTCOME 8: Soldiers and units are motivated, disciplined, and maintain unit cohesion.</p> <ul style="list-style-type: none"> With Bde commander (Cdr) to monitor application of Army leadership techniques. With Bde Cdr during execution to check his positioning. Monitor radio nets for <ul style="list-style-type: none"> cohesion (units should be working together as a team; ambiguous responsibilities should be quickly resolved) evidence of low morale (confusion, 'fuzzy thinking,' bickering, inappropriate language) With subordinate units to check morale, cohesion, awareness of situation, etc., among soldiers. <p>(Use Table 8)</p>	<ul style="list-style-type: none"> With Bde commander (Cdr) to monitor application of Army leadership techniques. With Bde Cdr during execution to check his positioning. Monitor radio nets for <ul style="list-style-type: none"> cohesion (units should be working together as a team; ambiguous responsibilities should be quickly resolved) evidence of low morale (confusion, 'fuzzy thinking,' bickering, inappropriate language) With subordinate units to check morale, cohesion, awareness of situation, etc., among soldiers. <p>(Use Tables 1, 2, 3, 4, and 5)</p>
<p>OUTCOME 9: The brigade command and control capability survives and is prepared for the next mission.</p> <ul style="list-style-type: none"> With brigade CPs to determine if key leaders survive. With brigade CPs to appraise continuity of leadership in the event that one or more leader becomes combat ineffective. With brigade CPs to appraise the reorganization after battle provides physical capability to continue operations. With brigade commander to determine whether he is able to confirm that brigade is able to carry on with next mission. 	

ASSESSMENT SCALE

Whenever the unit's performance must be rated with respect to an outcome, or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

OUTCOME 1: Brigade CPs maintain continuous communications with higher, adjacent, and subordinate headquarters.

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate	Marginal	Not Adequate
The unit can successfully accomplish the outcome to standard. Outcome is accomplished with no significant shortcomings.	The unit can successfully accomplish the outcome with some shortcomings.	The unit cannot accomplish the outcome to standard.

Two sub-sections are included with each Outcome's section to assist in the selection of an appropriate rating. These sub-sections should be used if the observer requires more information upon which to base a rating or requires precision to focus planning for training:

- 1) The first sub-section consists of assessment statements which orient the observer on observable performances related to the tasks contributing to achieving the Outcome. The assessment statements were derived by incorporating the substance of several tasks.
- 2) The second sub-section entitled Diagnostic Aid lists the tasks and subtasks supporting that particular Outcome. The diagnostic aid permits selection of specific tasks to facilitate planning future training.

Where appropriate due to complexity, some Outcomes have been divided into outcome components which are assessed separately.

OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSIS

OUTCOME 1 ASSESSMENT

OUTCOME 1: Brigade command posts maintain continuous communications with higher, adjacent, and subordinate headquarters.	Adequate	Marginal	Not Adequate
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(Use Tables 1 and 2)

Assessment Statements

- The brigade commander selects positions that enable communications with:
 - 1) Division commander and area damage control (ADC) (maneuver).
 - 2) Brigade subordinate commanders.
 - 3) Main CP.
 - 4) Adjacent units (main CP may be given this task).
- CPs move, as required, to maintain or regain communications.
 - 1) The brigade commander or S3 repositions TAC CP as necessary to maintain command, control, and communications (C3) with brigade subordinate commanders, division command group, commanders of adjacent units, and main CP.
 - 2) The brigade executive officer (XO) repositions the brigade main CP as necessary to:
 - a) Maintain C3 with brigade subordinate units, division main CP, and adjacent unit CPs.
 - b) Preclude destruction of main CP C3 capabilities.
 - 3) The brigade S1 or S4 repositions the rear CP in order to:
 - a) Maintain continuity of combat service support (CSS) for the brigade forces.
 - b) Preclude destruction of CSS C3 capabilities.
 - c) Maintain collocation and operational capability with the FSB.
- LNOs to the brigade provide timely information to brigade commander and staff, and to their parent headquarters.
- LNOs from the brigade provide timely information to the receiving headquarters, as well as back to the brigade commander and staff.

OUTCOME 1 DIAGNOSTIC AID

OUTCOME 1: Brigade command posts maintain continuous communications with higher, adjacent, and subordinate headquarters.

Task Elements

1. **The brigade commander directs and leads subordinate forces.** [field manual (FM) 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
 - 1a. The brigade commander directs subordinate forces. [FM 71-3, p. 3-4; FM 101-5, pp. 1-4 - 1-5]
 - 1a2. The brigade commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 71-3, pp. 3-2 - 3-4; FM 101-5, Chap 1, 2, 3; FM 7-20; Battle Command Techniques and Procedures, Chap 2, 3, 4; Command and General Staff College (CGSC) student text (ST) 22-102, pp. 4-14 - 4-15]
 - b) Selects positions that enable communications with:
 - (1) Division commander and assistant division commander for maneuver (ADC-M).
 - (2) Brigade subordinate commanders.
 - (3) Main CP.
 - (4) Adjacent units (main CP may be given this task).
5. **Brigade command posts manage and maintain command, control, and communications.** [FM 71-123, pp. 1-43 - 1-46; FM 71-3, Chap 3; FM 101-5, Chap 5, 7, App B, Battle Command Techniques and Procedures, Chap 4]
 - 5a. The brigade XO manages the means of communicating information for all brigade CPs. [FM 71-3, Chap 3, 8; FM 71-123, Chap 1; FM 101-5, Chap 6, App B, L]
 - 5a5. Radio net operators at all brigade CPs eavesdrop on lower and adjacent unit command and operations and intelligence (O&I) nets for information. [field note (FN)-national training center (NTC) observer-controller (O/C)]
 - 5a7. The radio net operators at all brigade CPs communicate routine information per brigade standard operating procedure (SOP). [FM 101-5, p. 6-5]

5a8 The brigade S3 manages communications for the command group and TAC CP and: [FM 71-3, Chap 3; FM 71-123, Chap 1]

- Facilitates control and coordination for the commander through communication with subordinate, adjacent, and supporting elements.
- Passes processed information and keeps the commander updated on new information through concise, consolidated updates.
- Operates and monitors communications nets.
 - Brigade command.
 - Brigade O&I.
 - Division command.
 - Division O&I.
 - Fire support nets (digital and voice).
 - Division and brigade high frequency (HF) voice nets (on call).
 - Air Force coordination nets (frequency modulated [FM], HF, ultra high frequency [UHF], very high frequency [VHF]).
- The brigade commander communicates with:
 - Division commander and the ADCs (O/M).
 - Subordinate battalion/TF's commander, XO, or S3.
 - Brigade XO.
 - Brigade fire support coordinator (FSCOORD).
 - Brigade engineer.
 - Brigade air liaison officer (ALO).
- The brigade S3 communicates with:
 - Brigade commander if not at the TAC CP.
 - Brigade main CP.
 - Subordinate battalions.
 - Division G3.

5a9 The brigade XO at the main CP manages communications and: [FM 71-3, Chap 3; FM 71-123, Chap 1; Army Training and Evaluation Program (ARTEP) 71-3 Mission Training Plan (MTP), Task 71-3-0001]

- Maintains communications with the brigade command group and TAC.
- Manages communications networks and maintains communications linking the brigade main CP to division CP, adjacent headquarters, and brigade subordinate units.

- c) Maintains communications between the brigade main CP, the brigade support area (BSA), base clusters, or other units in support of rear area operations.
- d) Manages communications networks in support of counter reconnaissance and surveillance and surveillance (R&S) operations in order to maintain reporting linkages for critical sources of information.
- e) Maintains a digitized local area network (LAN) and wide-area network (WAN) to support battlefield computer systems.
- f) Ensures that main CP staff members operate and monitor communications nets.
 - (1) Brigade command net control station (NCS).
 - (a) Communicates to subordinates the commander cannot reach.
 - (b) Disseminates critical new information quickly to the commander, staff, and subordinate/supporting headquarters.
 - (2) Division command.
 - (3) Fire support nets (digital and voice).
 - (4) Brigade O&I (NCS).
 - (5) Division O&I.
 - (6) Brigade administrative/logistics (A/L).
 - (7) United States Air Force (USAF) coordination nets.
 - (8) Division early warning net and air defense data.
 - (9) Engineer net.
 - (10) Maneuver control system (MCS).
 - (11) Division electronic warfare (EW) net.
 - (12) Air defense battery net.
- e) The brigade S3 section at the brigade main CP communicates and coordinates with:
 - (1) Division headquarters.
 - (2) Adjacent units.
- f) The brigade S2 and S2 section communicates with: [ARTEP 71-3 MTP, Task 71-3-2006; FM 101-5, App A]
 - (1) Brigade commander.
 - (2) Division G2.
 - (3) Subordinate/supporting unit S2s.
 - (4) Brigade TAC CP.
 - (5) Brigade rear CP.
 - (6) Adjacent unit headquarters in support of their collection efforts.
 - (7) All source analysis system (ASAS).

g) DS military intelligence (MI) company.
The brigade S3 and S3 section communicate with: [ARTEP 71-3 MTP, Tasks 71-3-3003/3c, 3008/4; FM 101-5, App A]

- (1) Brigade XO.
- (2) Brigade staff.
- (3) Subordinate and supporting units.
- (4) Brigade rear CP.
- (5) Division main CP.
- (6) Division TAC CP.

h) The brigade S3 Air, as Army airspace command and control (A2C2) team chief, communicates with:

- (1) Members of A2C2 team.
- (2) Brigade TAC.
- (3) Division G3 (A2C2 section).

i) The brigade nuclear, biological, and chemical (NBC) section communicates with: [author note (AN)]

- (1) Division chemical officer (CMLO).
- (2) Brigade subordinate commanders and leaders.
- (3) Supporting NBC units (e.g., decontamination, reconnaissance).
- (4) TF CMLOs.
- (5) Brigade staff officers who need the information.
- (6) NBC section manages the NBC warning and reporting system (NBCWRS) for the brigade through coordination and communication with external headquarters (division, and adjacent units).

j) The brigade assistant brigade engineer (ABE) section communicates with: [FM 101-5, App A; AN]

- (1) Engineer brigade commander.
- (2) Assistant division engineer.
- (3) Brigade staff officers who need the information.
- (4) Adjacent units.
- (5) Engineer battalion main CP.
- (6) Brigade TAC.

k) The brigade aviation liaison officer (AVLO) communicates with: [FM 101-5, App A; AN]

- (1) Division G3 (A2C2 section).
- (2) Aviation brigade main CP.
- (3) Battalion and brigade ALOs (re. Army aviation integration with USAF operations).
- (4) Brigade subordinate commanders and leaders.

- (5) Brigade fire support officer (FSO).
- (6) Brigade S3 and S3 Air.
- (7) Other members of brigade A2C2 element.
- (8) Brigade staff officers who need the information.
- 1) The brigade FSO and fire support element (FSE) section communicate with:
 - (1) Brigade engineer.
 - (2) Brigade S2.
 - (3) Brigade S3.
 - (4) Division artillery.
 - (5) Division FSE.
 - (6) DS FA battalion S3.
 - (7) Subordinate TF FSOs.
 - (8) ALO and AVLO.
 - (9) FSB Cdr (for rear operations).
 - (10) Brigade staff officers who need the information.
 - (11) Brigade naval gunfire liaison officer (NGLO).
 - (12) FSCOORD.
 - (13) Combat observation lasing teams (COLTs).
- m) The USAF ALO communicates with: [FM 101-5, App A; AN]
 - (1) USAF headquarters.
 - (2) Division ALO.
 - (3) Subordinate commanders and their ALOs.
 - (4) Brigade FSO.
 - (5) Brigade S3 and S3 Air.
 - (6) Other members of brigade A2C2 element.
 - (7) Brigade staff officers who need the information.
 - (8) Tactical air control party (TACP).
 - (9) Marine air officer.
- n) The brigade air and naval gunfire liaison team (Marine air officer and NGLO) communicates with: [AN]
 - (1) The division naval gunfire officer (NGO) (Division main fire support call) and Naval aviation liaison officer (NALO) (Division TACP).
 - (2) Subordinate supporting arms liaison teams (SALTs).

- (3) Brigade FSO and FSE, and TF FSEs.
- (4) Brigade ALO and TACP.
- (5) Supporting ships providing naval surface fires (NSF).
- (6) Navy/Marine aircraft.

- o) The air defense artillery liaison officer (ADALO) communicates with: [FM 101-5, App A; AN]
 - (1) Air defense battalion commander.
 - (2) Brigade subordinate commanders and leaders.
 - (3) Air defense artillery (ADA) battery commander and subordinate ADA platoon leaders.
 - (4) Other members of brigade A2C2 element.
 - (5) Brigade staff officers who need the information.
 - (6) ADALO maintains air defense early warning net with division and higher air defense headquarters, air defense (AD) units/teams/weapons within the brigade combat team, and all subordinate units.

- p) The military police (MP) platoon leader communicates with: [FM 101-5, App A; AN]
 - (1) MP company commander.
 - (2) FSB commander.
 - (3) Brigade staff officers who need the information.
 - (4) Brigade XO and brigade S3.
- q) The brigade communications section communicates with: [FM 101-5, App A; AN]
 - (1) Assistant division signal officer.
 - (2) Signal battalion commander.
 - (3) Brigade subordinate commanders and leaders.
 - (4) Brigade staff officers who need the information.
- r) The brigade S5 communicates with: [FM 101-5, App A]
 - (1) The division G5.
 - (2) Brigade subordinate commanders and leaders.
 - (3) Brigade staff officers who need the information.
- s) The Brigade headquarters and headquarters company (HHC) commander communicates with:
 - (1) Brigade XO.
 - (2) Bde signal officer (SO).
 - (3) MP platoon leader.
 - (4) Brigade rear CP.
 - (5) Brigade S3 section.

(6) Brigade Command Sergeant Major (CSM).

5a10 The brigade S1/S4 section ensures that the rear command post: [FM 71-3, Chap 3, 8; ARTEP 71-3 MTP, Tasks 71-3-1012; 4004; FM 101-5, App A; AN]

- a) Collocates with the FSB command post in the BSA.
- b) Monitors the tactical situation and maintains communications capability to ensure that the rear CP is prepared to assume duties of the brigade main CP.
- c) Maintains communications with the brigade main CP, the FSB CP, and the division rear CP.
- d) Acts as NCS for the brigade A/L net.
- e) Operates on and monitors communications nets:
 - (1) Brigade command.
 - (2) Brigade A/L.
 - (3) Division A/L.
 - (4) FSB - if not collocated.
 - (5) Expands communications when/if it becomes the main CP in an emergency.
- f) Manages CSS information required to:
 - (1) Sustain current deep, close, and rear operations.
 - (2) Forecast future CSS requirements.
 - (3) Conduct detailed CSS planning.
- g) The brigade S1 communicates and coordinates with:
 - (1) Brigade XO.
 - (2) Brigade support cell.
 - (3) Brigade S3 (if necessary).
 - (4) Brigade current operations and plans cells.
 - (5) Division G1/Adjutant General (AG), Staff Judge Advocate (SJA), and surgeon.
 - (6) Brigade FSB CP.
 - (7) Rear area security units.
 - (8) TF S1s.
- h) The brigade S4 communicates and coordinates with:
 - (1) Brigade XO.
 - (2) Brigade support cell.
 - (3) Division G4.

(4) Division support command (DISCOM) and main support battalion (MSB) staffs.
(5) FSB, support operations section.
(6) TF S4s.
(7) Brigade S3 (if necessary).
(8) ADC(S).
(9) Brigade subordinate and supporting commanders and leaders.
(10) Brigade staff officers who need the information.
(11) Brigade HHC commander.
(12) Brigade commander or brigade S3 in the TAC CP.
(13) Brigade CSM.
(14) Air defense officer (ADO).
(15) Adjacent units.

5b. The information managers at each of the brigade CPs maintain command, control, and communications throughout the battle. [FM 101-5, pp. 5-1 - 5-14; AN]

5b1 The brigade commander or S3 repositions TAC CP as necessary to maintain C3 with brigade subordinate leaders, division command group, commanders of adjacent units, and main CP.

5b2 The brigade XO repositions the brigade main CP as necessary to:
a) Maintain C3 with brigade command group and TAC CP, brigade subordinate units' CPs, division main CP, and adjacent units' CPs.
b) Preclude destruction of main CP C3 capabilities.

5b3 The brigade S1 or S4 repositions the rear CP in order to:
a) Maintain continuity of CSS support for the brigade forces.
b) Preclude destruction of CSS C3 capabilities.
c) Maintain collocation and operational capability with the FSB.

5c. The brigade reestablishes C3 operations in the event of CP loss or destruction. [FM 101-5, Chap 5, App B; FM 71-3, Chap 3, App H; Battle Command Techniques and Procedures, Chap 4]

OUTCOME 2 ASSESSMENT

OUTCOME 2: The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information. (Use Tables 3, 4, 5, and 6)

Component A: The brigade commander, staff and other key individuals within the armored brigade receive timely and accurate information. (Emphasis is on receipt versus generation of information.)	Adequate	Marginal	Not Adequate
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Assessment Statements

- The brigade commander designates and updates commander's critical information requirements (CCIR) throughout execution.
- Each staff section obtains information in time for use in synchronizing the execution of the battle.
- Command posts obtain information that satisfies CCIR.
- The brigade commander and CPs maintain contact with subordinate and supporting unit commanders and leaders (through meetings, or via eavesdropping on communication nets) to receive information.
- Information is received, evaluated, and processed for input into estimates and recommendations in time to influence timely decisions that may lead to changes in plans and implementation of new orders.

	Adequate	Marginal	Not Adequate
Component B: The brigade commander, staff sections, and other key individuals within the armored brigade evaluate information and accurately update products (templates, matrices, overlays, maps).			

Assessment Statements

- Each staff section evaluates information received.
- Staff sections collaborate to share and evaluate information, and to update products.
- Each staff section updates the templates, matrices, overlays, and maps for which it is responsible.

OUTCOME 2 DIAGNOSTIC AID

OUTCOME 2: The brigade commander, staff and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information.

Task Elements

Component A: The brigade commander, staff and other key individuals within the brigade combat team (BCT) receive timely and accurate information.

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
 - 1a. The brigade commander directs subordinate forces. [FM 71-3, p. 3-4; FM 101-5, pp. 1-4 - 1-5]
 - 1a1 The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32]a) Meeting with subordinate commanders and leaders to receive information and issue directions. [FM 101-5, pp. 4-53, 4-59 - 4-60]
 - b) Listening to cross-talk on brigade command nets.
 - 1a4 The brigade commander uses his staff to assist him in directing and monitoring the battlefield. [FM 101-5, Chap 1, 3; FM 71-3, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4]
 2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]
 - 2a. The brigade CPs acquire information. [U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 11-9, Chap 7, App D; FM 71-3, Chap 2; FM 34-130, Chap 2; FM 101-5, p. 3-84, Chap 4, 6, App A, C; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]
 - 2a1 The brigade staff members, operating out of CPs, directed by the brigade commander or brigade SOP, obtain information during the execution of the battle that: [FM 101-5, p. 3-84]

- a) Is critical in assisting the brigade commander to synchronize the execution of the brigade battle. [FM 101-5, pp. 6-33, 6-34]
- b) Provides information that focuses on critical information requirements (CCIR, other) for the commander. [Lessons learned (LL)- Combat Training Centers (CTCs) Bulletin No. 94-1, p. 5; FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]

2a3 The brigade XO manages the acquisition, flow, and exchange of information to, from, and within the brigade main CP. [FM 101-5, pp. 6-2, 6-11, 6-34; ARTEP 71-3 MTP, Task 71-3-0001]

2a4 The S2 section obtains intelligence information. [FM 101-5, pp. C-7, C-8; FM 34-130, Chap 2]

- b) The brigade S2 coordinates information concerns related to synchronizing the execution of the battle to include:
 - (1) Information related to named areas of interest (NAIs) and targeted areas of interest (TAIs).
 - (2) Information related to the enemy, terrain, and weather. [ARTEP 71-3 MTP, Tasks 71-3-2003; 2005/2; 2006/3]
 - (a) Priority intelligence requirements (PIR).
 - (b) Dispositions (confirmed and suspected).
 - (c) Composition.
 - (d) Activity in deep, close, and rear areas.
 - (e) Intentions.
 - (f) Reactions to friendly battle techniques.
 - (g) Actions triggered by friendly actions or events.
 - (h) Adherence to or deviation from postulated enemy course of action (COA).
 - (i) Losses based on observer reports, other sources.
 - (j) Use of EW.
 - (k) Use of NBC.
 - (l) Capabilities.
 - (m) Enemy prisoners of war.

(3) Information related to the brigade's capability to continue collection of intelligence information:

- (a) Status of NAI coverage.
- (b) Strength, location, and capability of brigade and TF R&S elements.
- (c) Status of requests for aerial reconnaissance and other external support.
- (d) ASAS status.
- (e) DS MI company strength, location, and capability to continue support.

2a5 (f) Updating of modified combined obstacle overlay (MCOO).

 b) The brigade S3 section obtains operations information (e.g., changes to METT-T and unit status). [FM 101-5, pp. C-8, C-9; ARTEP 71-3 MTP, Task 71-3-3001/1]

 b) The brigade S3 section in conjunction with the brigade XO, and the brigade S3 in the TAC CP, coordinate information concerns related to synchronizing the execution of the battle to include: [ARTEP 71-3 MTP, Tasks 71-3-3003/1, 2, 3; 3014/1; 3003/2, 3; FM 101-5, App A]

 (1) Direction from the brigade commander.

 (a) Changes to mission concept or details of the plan.

 (b) Requirements for information to assist him in synchronizing the battle.

 (2) FRAGOs/warning orders (WARNOS) from division headquarters.

 (3) Changes to division or adjacent unit situations which necessitate changes to brigade operations security (OPSEC) posture.

 (4) Division and corps units and systems operating within and requiring terrain in the brigade area of operations (AO).

 (5) Information relating to determining effectiveness of brigade OPSEC measures.

 (6) Subordinate units' situation reports (SITREPs) and graphics.

 (a) Enemy contact.

 (b) Current and projected strength and combat power.

 (c) Status of task organization.

 (d) OPSEC reports.

 (e) Results of security operations.

 (7) Requests for resources from subordinate units based on synchronization requirements.

 (8) Recommendations from subordinate commanders (TFs, DS FA, engineer, FSB, ADA battery) on changes to the brigade scheme of maneuver based on their current and projected operational status.

 (9) Information about adjusted maneuver plans from subordinate units.

 (10) Information required for confirming, refining, or changing the DST.

 (11) Updates from the brigade S1 and S4.

 (a) Personnel status.

 (b) Vehicle, weapons systems, and equipment status.

 (c) Status of supply (Classes I, III and V).

 (d) Casualty evacuation.

 (e) Capability for emergency resupply.

(f) Status of key leaders and critical military occupational specialties (MOSSs).

(12) Updates from the brigade S5 on civil-military operations (CMO) information.

(a) Civilian population movement on brigade lines of communication (LOCs).

(b) Civilian population centers.

(c) Rules of engagement (ROE).

(13) Updates from the brigade FSCOORD on employment and status of fire support assets.

(14) Updates from the brigade engineer on status of mobility/countermobility/survivability (M/CM/S) actions and unit status.

(15) Updates from the brigade ALO on CAS employment and status of close air support (CAS) requests.

(16) Updates from the brigade AVLO on status and employment of attack, assault, and cargo helicopter units.

(17) Updates from the brigade SO on the status of brigade communications links and systems.

(18) Updates from the brigade CMLO on the status and employment of chemical units.

(19) Updates from the brigade ADALO on the status and employment of AD assets.

(20) Information necessary to deconflict terrain requirements and projected locations for external and/or supporting units operating in the brigade area. [FM 101-5, Chap 3]

(21) Updates from the brigade S2 on:

(a) The enemy situation to include update battle damage assessment (BDA) on enemy.

(b) Implementation of the R&S plan and confirmation of NAs. [AN]

(c) Status of intelligence collection assets.

(22) Updates on status of FSB operations.

(a) Critical problems with support.

(b) Integrity of BSA and rear area security.

2a6 The brigade S3 Air, as chief of the A2C2 element, obtains information from the S2, FSE, ADO, AVLO, NGLO, and Marine air officer concerning airspace use. [ARTEP 71-3 MTP, Task 71-3-3012]

a) The brigade S3 Air obtains information from:

(1) The brigade S2.

(2) The brigade FSE.

(3) The brigade ADO.

(4) The brigade AVLO.

(5) The brigade ALO.

(6) The brigade NGLO.

b) The brigade S3 Air coordinates A2C2 information necessary to synchronize the execution of the battle to include:

- (1) Changes to A2C2 measures.
- (2) Division use of brigade airspace.
- (3) Adequacy of airspace control authority (ACA).

2a7 The brigade NBC section obtains information concerning friendly and enemy NBC status. [ARTEP 71-3 MTP, Tasks 71-3-0001; 0002, 0005/1]

a) The brigade NBC section obtains information from:

- (1) Subordinate units.
- (2) Brigade S4.
- (3) Division CMLO.
- (4) Brigade S2.
- (5) Brigade targeting team.
- (6) Brigade commander.
- (7) Subordinate units' CMLOs.
- (8) Brigade AVLO.
- (9) Brigade ALO.
- (10) Brigade NGLO.
- (11) Brigade ADO.
- (12) Brigade ABE.
- (13) Brigade S3 Air.
- (14) NBC reconnaissance elements.

b) The brigade NBC section coordinates NBC information concerns related to synchronizing the execution of the battle to include:

- (1) Division NBCWRS updates.
- (2) Changes from the brigade commander's guidance and mission concept and, requirements for information.
- (3) Status and location of decontamination and reconnaissance assets.
- (4) Reports from NBC reconnaissance elements.
- (5) NBC monitoring and surveillance reports.
- (6) Information from the brigade S2 and intelligence section which confirms or refutes estimate of NBC threat and requirements.

(7) Changes to brigade, supporting, and subordinate units' operations in terms of decontamination requirements and timelines.

2a8 The brigade engineer, ABE, and ABE section obtain mobility, countermobility and survivability mission information. [FM 5-71-3, Chap 2; ARTEP 71-3 MTP, Tasks 1-3-8001/1, 2; 8003]

- a) The brigade engineer, ABE, and ABE section obtain information from:
 - (1) Division engineer.
 - (2) Engineer brigade main CP.
 - (3) Brigade S2.
 - (4) Brigade CMLO.
 - (5) Brigade commander and S3 in the TAC CP.
 - (6) Subordinate units.
 - (a) Engineer companies supporting TFs.
 - (b) TFs.
 - (c) Attached combat, combat service (CS), and CSS units.
 - (d) FSO or fire support teams (FISTs) assigned to the engineer battalion.
 - (7) Brigade XO, brigade FSO, and brigade targeting team.
 - (8) Brigade S1/S4, FSB support operations officer in the brigade rear CP.
 - (9) Engineer battalion tactical operations center (TOC).
- b) The brigade ABE section coordinates mobility, countermobility, and survivability information concerns related to synchronizing the execution of the battle to include:
 - (1) Changes from the brigade commander to guidance and mission concept and requirements for information.
 - (2) Reports from the engineer battalion representative or TF engineer about regarding status of equipment.
 - (a) Armed combat earthmovers (ACEs) and other digging assets.
 - (b) Armed vehicle launched bridges (AVLBs).
 - (c) Mine clearing line charges (MICLICs).
 - (d) Mine clearing blades and rollers.
 - (e) Cleared lanes mechanical marking systems (CLAMMS).
 - (f) Grizzly.
- (3) Countermobility status:
 - (a) Obstacle/barrier status to include engineer capability to achieve its purpose against the enemy, with obstacle/barrier coverage by fires and responsibilities clearly defined.

- (b) Status on Class IV and V materials and special equipment.
- (c) Updates on capability to emplace obstacles to include number, classification by type of obstacle, and time requirements.
- (d) Updates on readiness to employ family of scatterable mines (FASCAM) from the brigade FSO. [ARTEP 71-3 MTP, Task 71-3-8003]
- (e) Updates on the capability of maneuver task forces to emplace obstacles and barriers. [AN]
- (f) Updates status of security and control of obstacles from maneuver TFs. [AN]

(4) Survivability position status:

- (a) Survivability position construction status and adherence timelines from engineers and subordinate units.
- (b) Status of receipt of survivability materials from TF S4s.

(5) Mobility status:

- (a) Updates on availability of engineer materials from engineer battalion S4.
- (b) Updates on availability of engineer systems from engineer companies.
- (c) Updates on availability of mobility equipment organic to brigade maneuver units (e.g., plows, rollers, breach kits) from TF S4s.
- (d) Reports from engineer reconnaissance units and TF scouts on terrain and enemy obstacles.

(6) Task organization status from engineer and TFs, including adherence to directed timelines.

(7) Intelligence information on weather, terrain, and other information which confirms or refutes estimates of engineer requirements.

(8) Changes to brigade and TF maneuver operations in terms of M/CM/S:

- (a) FASCAM targets.
- (b) Completion of obstacles.
- (c) Previously unreported obstacles.
- (d) Status of M/CM/S capabilities.

(9) Monitors close operations and posts key activities and locations to engineer journal and situation map (SITMAP). [AN]

(10) Provides additional engineer support to the close fight from the engineer battalion resources, as directed by the command group. [AN]

(11) Monitors engineer tasks begin done in support of the brigade rear area and posts the status to the engineer journal and SITMAP. [AN]

(12) Assists the brigade staff in the main CP with the execution of countermobility support to planned brigade deep operations. [AN]

(13) Identifies options for scatterable mine (SCATMINE) employment not previously planned and coordinates with the brigade FSO and brigade S2 to determine suitability, feasibility, and acceptability. [AN]

2a9 The brigade AVLO obtains information about friendly air capabilities and plans. [ARTEP 71-3 MTP, Task 71-3-7001; ARTEP 1-100 MTP, Tasks 01-4-1311; 1322]

- a) The brigade AVLO acquires information from:
 - (1) Division ALO.
 - (2) Brigade FSO/FSE.
 - (3) Brigade S2.
 - (4) Brigade targeting and A2C2 teams.
 - (5) Brigade commander.
 - (6) Subordinate units' ALOs/forward air controllers (FACs).
 - (7) Subordinate units' S3 Air/S3s.
 - (8) Brigade ALO.
 - (9) Brigade NGLO.
 - (10) Brigade S3.
 - (11) Brigade S3 Air.
 - (12) Brigade ADO.
 - (13) Aviation brigade S3.
 - (14) Brigade ABE.
 - (15) DS FA battalion S3.
- b) The brigade AVLO coordinates air information concerns related to synchronizing the execution of the battle to include:
 - (1) Changes from the brigade commander to guidance and mission concept and requirements for information.
 - (2) Updated status from the aviation brigade on helicopter availability, support capability, and plans.
 - (3) Intelligence information.
 - (a) Enemy ADA weapons and electronics capabilities.
 - (b) Enemy ground to air capability.
 - (c) Enemy air to air capability.
 - (d) Confirmation or refutation of predicted weather constraints.
- (4) Information from the brigade FSO on suppression of enemy air defenses (SEAD), ACAs, fires, and laser support required for Army aviation operations.
- (5) Information from the brigade S3 and S3 Air on the concept for employment of Army aviation and desired effects.

(6) Updates from the division CP or aviation brigade on aviation activities in the brigade sector (e.g., ingress or egress routes and times of use before/after a deep attack).

(7) Status from the ALO on CAS flight operations.

- (a) Times.
- (b) Locations.
- (c) Routes.

(8) Changes to brigade, supporting, and subordinate units' plans in terms of target locations and timelines.

(9) Integration of information during targeting and A2C2 team meetings. [AN]

2a10 The FSCOORD, brigade FSO, brigade targeting officer, and FSE section obtain fire support information. [FM 6-20, pp. 2-22, 2-23; FM 6-20-40, Chap 4; ARTEP 71-3 MTP, Task 71-3-9002/1b, 3; 9003/1a; 9004/1a]

- a) The brigade FSO/FSE monitors calls-for-fire from TF FSOs and retransmits the requests, if necessary, to support execution of the scheme of maneuver.
- b) The brigade FSCOORD, FSO, and FSE section obtain information from:

- (1) Division FSE.
- (2) Division artillery TOC.
- (3) Brigade S2, DS MI company targeting officer.
- (4) Brigade targeting and A2C2 teams.
- (5) Brigade commander.
- (6) Subordinate unit FSOs, FISTS, COLTs, and SALTs (if assigned).
- (7) DS FA battalion S3.
- (8) Brigade ALO.
- (9) Brigade NGLO (if assigned).
- (10) Brigade AVLO.
- (11) Brigade ADO.
- (12) Brigade ABE.
- (13) Brigade S3 Air.

- c) The brigade FSCOORD, FSO, targeting officer, and FSE coordinate fire support information concerns related to synchronizing the execution of the battle to include:

- (1) Enemy capabilities to attack the brigade with indirect fires.
- (2) Status of field artillery from the DS FA battalion S3 and mortars from TF S3(s).

- (a) Current and projected locations of units.

- (b) Current and projected unit weapons status.
- (c) Current and projected ammunition status.
- (d) Planned repositioning of artillery and mortar units in terms of locations and time.
- (3) Status of target acquisition assets and current operations.
- (4) Status of field artillery units from division artillery/division FSE.
 - (a) Organization for combat (including general support (GS) and GS-reinforcing (GSR) FA).
 - (b) Locations and status of GS and GSR batteries, and platoons.
 - (c) Status and locations of counter fire radars.
 - (d) Status and timing of meteorological support.
 - (e) Division or corps directed fire support coordinating measures (FSCMs).
 - (f) SALTS.
- (5) Status of task organization, personnel, and equipment from TF FSOs.
 - (a) COLTs.
 - (b) FISTs, SALTs.
 - (c) Mortars.
- (6) Bottom-up target refinements from TF FSOs for:
 - (a) Maneuver TFs, to include scout platoons, COLTs, and other observers; obstacle locations..
 - (b) Final protective fires.
 - (c) Fire support coordination and control measures.
 - (7) Information from ALO and AVLO.
 - (a) Timing of operations and status for Army aviation (from AVLO).
 - (b) Availability of and times for CAS support.
 - (c) Status of availability, capability of TACP to coordinate and execute CAS from ALO.
 - (d) SEAD requirements in terms of times, locations, and control measures to support brigade operations or division directed operations in brigade sector.
 - (8) Availability and locations of EW assets from the brigade S2 and DS MI company commander.
 - (9) Information necessary to refine indirect fires coverage of obstacles, and adjustments to FASCAM employment from the brigade engineer or ABE.
 - (10) Fire support requirements from the brigade S4 and FSB commander to support the BSA and rear area operations.
 - (11) A2C2 information from the brigade S3 Air and A2C2 team meetings.
 - (12) BDA on enemy, particularly about high payoff targets (HPT).
 - (13) Intelligence or operational information on the tactical fire direction system (TACFIRE) nets.

- (14) Reports changes in FSCMs to division artillery. [AN]
- (15) Reports changes in FSCMs to the division FSE. [AN]
- (16) Coordinates planning and implementation of suppression of enemy air defense. [AN]
- (17) Coordinates with the task force FSOs in SEAD zone to plan mortar targets. [AN]
- (18) Disseminates FRAGOs to artillery units. [AN]

2a11 The ALO obtains information about friendly air capabilities and plans. [FM 6-20-40, Chap 2, p. A-9; FM 6-20-50, p. C-7; FM 71-3, Chap 3]

a) The brigade ALO acquires and receives information from:

- (1) Division TACP.
- (2) Brigade FSO/FSE.
- (3) Brigade S2.
- (4) Brigade targeting team.
- (5) Brigade commander.
- (6) Subordinate unit ALOs/TACP, SALTs.
- (7) Marine air officer from brigade air/NGF platoon, air and naval gunfire liaison company (ANGLICO) (if assigned).
- (8) Subordinate unit S3s.
- (9) Corps air support operations center (ASOC).
- (10) Brigade TACP liaison team.
- (11) Brigade S3.
- (12) Brigade ABE.
- (13) Brigade ADO.
- (14) Aviation brigade CP.
- (15) Brigade S3 Air.

b) The brigade ALO coordinates CAS information concerns related to synchronizing the execution of the battle to include:

- (1) Updated ATO information from the division ALO concerning CAS support status (e.g., times, routes).
- (2) Capabilities of Marine/Navy air (CAS) from the Marine air officer, brigade air/NGF platoon, ANGLICO.
- (3) Changes to the brigade commander's guidance and mission concept and, requirements or information.
- (4) Intelligence information from ALO and ANGLICO channels.
 - (a) Enemy ADA weapons capabilities and electronics signatures.
 - (b) Enemy ground to air threat.

(c) Enemy air to air threat.
 (d) Enemy ground activities.

(5) Information from the brigade S2 and intelligence section which confirms or refutes estimate of weather constraints and enemy ADA capabilities.

(6) Information from the brigade FSO on SEAD, ACAs, fires, and lazing support requirements for CAS operations.

(7) Status from the brigade S3, brigade S3 Air, and AVL O on concept for employment of joint air attack team (JAAT) and desired effects.

(8) Status from the AVL O on helicopter operations.

(9) Changes to brigade, supporting, and subordinate units' plans in terms of projected locations and timelines.

2a12 The NGLO obtains information about requirements for NSF and capabilities of ships that provide NSF. [FM 71-3, pp. 7-13 - 7-14; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]

a) The brigade NGLO acquires and receives information from:

- (1) Division NGO.
- (2) Brigade FSO/FSE.
- (3) Brigade S2.
- (4) Brigade targeting team.
- (5) Brigade commander and S3 in the TAC CP.
- (6) Subordinate unit ALOs/TACP.
- (7) Subordinate unit S3s.
- (8) Brigade ALO, Marine air officer.
- (9) SALT.
- (10) U.S. Navy ships in DS.
- (11) Brigade S3 section in the main CP.
- (12) Brigade ABE.
- (13) Brigade ADO.
- (14) Aviation brigade CP.
- (15) Brigade S3 Air (A2C2 team).

b) The brigade NGLO coordinates information concerns related to synchronizing the execution of the battle to include:

- (1) Status of ships in DS role, and availability and times for GS NSFs from the division NGLO.
- (2) Targeting information from the brigade FSE and TF SALT teams.
- (3) Mission timelines from the brigade FSE.

(4) Fire support coordination and control measures from the brigade FSE.

(5) A2C2 information from the brigade A2C2 team.

2a13 The brigade ADO obtains information on air defense requirements and resources. [ARTEP 71-3 MTP, Task 71-3-6001/1]

- The brigade ADO obtains information from:
 - Division CPs.
 - Brigade AVLO.
 - Brigade S2.
 - Brigade targeting and A2C2 teams.
 - Brigade commander or brigade S3 in the TAC CP.
 - Subordinate unit FSOs.
 - Brigade S3 Air.
 - Brigade ALO, Marine air officer.
 - ADA battalion commander and S3.
 - ADA platoons under TFs' control.
 - Adjacent units.
- The brigade ADO coordinates air defense information concerns related to synchronizing the execution of the battle to include:
 - Disposition of ADA assets from the ADA battalion commander and battalion ADA elements.
 - Changes from the brigade commander to guidance and mission concept and requirements for information.
 - ADA weapons systems and ammunition status from supporting ADA elements.
 - Intelligence information which confirms or refutes estimate of ADA requirements.
 - Weapons control status from the area air defense commander.
 - Air defense warning system updates from the ADA battalion and division CP.
 - Changes or additions to tactical aircraft or Army aviation routes and schedules through the brigade sector.
 - A2C2 updates from the division G3 A2C2 section.
 - Changes in positions or priorities of designated brigade assets to be defended.
 - Changes to brigade, supporting, and subordinate units' operations based on AD capabilities and timelines.
 - Warms brigade staff and command of imminent enemy air attacks. [AN]
 - Logs engagement reports and decrement missile counts that includes: [AN]
 - Type of aircraft engaged.
 - Location.

- 2 Time.
- (b) Type of damage inflicted.
- (c) Unit engaging.
- (d) Type and number of weapons expended.

2a14 The MP platoon leader obtains information: [ARTEP 71-3 MTP, Task 71-3-1201/1]

- a) The MP platoon leader acquires and receives information from:

- (1) Brigade XO and S3 section in the main CP.
- (2) MP company commander.
- (3) Brigade S2.
- (4) Brigade S5.
- (5) FSB support operations officer.
- (6) Brigade S1/S4 in the rear CP.
- (7) Brigade S3 in the TAC CP.

b) The brigade MP platoon leader coordinates information concerns related to synchronizing the execution of the battle to include:

- (1) Changes from brigade commander to guidance, mission concept, and requirements for information.
- (2) Status of supporting MP units.
- (3) Intelligence information from the brigade S2 and intelligence section regarding expected enemy prisoner(s) of war (EPW) numbers.
- (4) Information from the brigade S4 about logistical support for EPW holding areas (transportation, supplies, equipment, and medical).
- (5) Information from brigade S5 about host nation (HN) military and civilian requirements and status.
- (6) Changes from brigade S3 or brigade XO regarding priorities for MP support for:
 - (a) Straggler and refugee control.
 - (b) Traffic control.
 - (c) EPW operations.
 - (d) Security operations.

2a15 The Bde SO and communications section obtain information concerning brigade communications requirements and capabilities. [ARTEP 71-3 MTP, Tasks 71-3-1101/1; 1102/1, 4]

- a) The Bde SO and communications section obtain information from:

- (1) Assistant division signal officer.
- (2) Division signal battalion CP.
- (3) Brigade S2.
- (4) Brigade CPs.
- (5) Brigade commander and brigade S3 in the TAC CP.
- (6) Subordinate unit:
 - (a) CPs.
 - (b) Signal officers.
- (7) Brigade S3 Air.
- (8) Brigade S3 section.
- (9) Brigade HHC commander.

b) The Bde SO and communications section coordinate communications and electronics (CE) information concerns related to synchronizing the execution of the battle to include:

- (1) Status of communications links from brigade CPs to division and other major subordinate command (MSC) CPs.
- (2) Changes from the brigade commander to guidance and mission concept and requirements for information.
- (3) Disposition and status of communications assets from the assistant division signal officer and signal battalion S3.
- (4) Updates from subordinate units on communications status.
 - (a) Status of communications links from brigade CPs.
 - (b) Equipment (secure and non-secure).
 - (c) Signal operating instructions (SOI).
 - (d) Availability of subordinate unit communications personnel and equipment.
- (5) Intelligence information:
 - (a) Which updates estimate of communications requirements.
 - (b) Updates enemy electronic and communication capabilities.
- (6) Status reports from retransmission stations.
 - (a) Positioning.
 - (b) Equipment serviceability and capability.
 - (c) Communication ranges and dead spaces.
- (7) Information from the brigade XO, S4, and S3 about changes to proposed brigade CP locations and projected timelines.
- (8) Changes to brigade, supporting, and subordinate units' plans in terms of projected locations and timelines.

2a16 The brigade S1 section obtains personnel information. [ARTEP 71-3 MTP, Tasks 71-3-1001/1, 2; 1002/1, 3, 4; 1004/1; 1008/1; FM 101-5, pp. C-5; FM 71-3, pp. 8-5, 8-6, 8-17, 8-24; FM 71-3, Chap 8]

a) The brigade S1 section obtains information from:

- (1) Division G1/ AG.
- (2) Brigade commander and S3 in the TAC CP.
- (3) Subordinate units:

- (a) Maneuver TFs.
- (b) Supporting engineer, artillery, and FSBs.
- (c) MP platoon.
- (d) Air defense battery.
- (e) Brigade HHC commander.
- (4) Adjacent units.
- (5) Brigade S5.
- (6) FSB medical company.
- (7) Brigade surgeon.
- (8) MP platoon leader.
- (9) Division judge advocate general (JAG).
- (10) Division provost marshal (PM).
- (11) Division inspector general (IG).
- (12) Rear CP liaison officer to the brigade main CP.
- (13) Brigade, subordinate, and adjacent units' communications nets (eavesdropping).

b) The brigade S1 section coordinates personnel information concerns related to synchronizing the execution of the battle to include:

- (1) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- (2) Information from the brigade S2 and S2 section which confirms or refutes estimates of personnel situation and casualty estimates.
- (3) Personnel status from subordinate and supporting units.
 - (a) Personnel strength reports (PSRs).
 - (b) Critical MOS/grade shortages.
 - (c) Absent without leave (AWOLs).
 - (d) Casualty feeder reports.
 - (e) Key leader and MOS status.

(4) Personnel information from division G1/AG.

- (a) Availability of replacements and replacement operations (WSRO).
- (b) Postal services.
- (c) Morale, welfare, recreation (MWR) support.

(5) Morale and discipline indicators from division and brigade special staff officers.

- (a) Disciplinary rates from SJA.
- (b) Straggler and crime rates from PM.
- (c) Sick call and stress casualties from brigade surgeon.
- (d) Complaints information from the IG.
- (e) Leader and soldier concerns from the chaplain.
- (f) FSB support capabilities from the FSB support operations center.
- (g) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
- (h) Information from the brigade S5 concerning CMO support requirements.
- (i) Changes to brigade, supporting, and subordinate unit plans in terms of projected locations and times.
- (j) Continually tracks the tactical situation to focus attention on the forces in contact. [AN]
- (k) Monitors the administrative and logistics net for casualty reports from task force S1s. [AN]
- (l) Informs the brigade command and operations group when task force combat strength or total brigade combat strength or total brigade combat power falls below benchmark. [AN]
- (m) Updates personnel status to division G1 routinely or when total brigade strength falls below benchmark. [AN]
- (n) Monitors medical evacuations (MEDEVACs) and number of brigade casualties at each echelon of medical support through division. [AN]
- (o) Monitors mass casualty plans requirement. [AN]
- (p) Continually tracks EPW (numbers and locations, back through the brigade support area). [AN]

2a17 The brigade S4 and S4 section obtain logistics information. [ARTEP 71-3 MTP, Tasks 71-3-4001/1, 3; 4002; 4003; FM 101-5, p. C-9; FM 71-3, pp. 8-5, 8-17, 8-24]

- a) The brigade S4 section acquires and receives information from:
 - (1) Division G4.
 - (2) Brigade commander and CSM.
 - (3) Subordinate units:
 - (a) Maneuver TFs.

- (b) Supporting engineer, artillery and FSMs.
- (c) MP platoon.
- (d) Air defense battery.
- (e) Bde HHC Cdr.
- (4) Adjacent units.
- (5) Brigade S5.
- (6) MP platoon leader.
- (7) DISCOM.
- (8) Brigade S2.
- (9) Brigade S3 section and S3 Air.
- (10) Rear CP liaison officer to the brigade main CP.
- (11) Brigade, subordinate, and adjacent units' communications nets (eavesdropping).
- (12) Brigade XO.

b) The brigade S4 coordinates logistics information concerns related to synchronizing the execution of the battle to include:

- (1) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
- (2) Intelligence information from the brigade S2 and S2 section which confirms or refutes estimates of the logistical situation.
- (3) Logistics reports from subordinate and supporting units.
 - (a) Status of supplies by class.
 - (b) Equipment readiness.
 - (c) Task organization and status of CSS elements:
 - 1 FSB.
 - 2 Field trains command post (FTCPs).
 - 3 Combat trains command post (CTCPs).
 - 4 Status of critical CSS personnel.
 - (d) Prestocked/cached supplies status.
- (4) Maintenance, transportation and supply updates from the division G4 and FSB support operations center (including plans for WSRO).
- (5) Availability of air transportation assets from the brigade S3 Air.
- (6) Information from the MP platoon leader concerning EPW status and support requirements.
- (7) Information from the S5 concerning availability of host nation assets and CMO support requirements.

(8) Changes to brigade, supporting, and subordinate unit plans in terms of projected locations and times of displacement.

(9) Coordinates the execution of refuel requirements by exchanging information regarding who, what, where, and when with the FSB commander and task forces. [AN]

(10) Reacts to critical losses by cross-leveling critical personnel replacement and personnel. [AN]

(11) Performs a situational CSS estimate and presents an information summary when friendly losses start to impact on combat effectiveness. [AN]

(12) Coordinates with the brigade S1 and FSB commander to determine brigade's combat strength. [AN]

2a18 The brigade surgeon obtains information. [ARTEP 71-3 MTP, Tasks 71-3-1301/2, 3; 1302/1b]

- a) The brigade surgeon obtains information from:
 - 1) Division medical supply officer.
 - 2) Division surgeon.
 - 3) Brigade commander and S3 at the TAC CP.
 - 4) Brigade XO or brigade S4.
 - 5) Brigade S2.
 - 6) TF medical platoon leaders
 - 7) FSB staff.
 - 8) MSB.
 - 9) Division medical operations center (DMOC).
- b) The brigade surgeon coordinates medical information concerns related to synchronizing the execution of the battle to include:
 - 1) Information from the brigade S2 and S2 section which confirms or refutes estimates of projected casualties.
 - 2) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
 - 3) Medical updates and aerial medical evacuation capabilities from the division surgeon.
 - 4) Class VII supply updates from the division medical supply officer.
 - 5) Additional medical support capability from the MSB and corps.
 - 6) Subordinate and supporting unit medical support status.
 - (a) Positioning and readiness of medical assets.
 - (b) Capability to receive, triage, and evacuate casualties.
 - (c) Requirements for support.

(7) Changes to brigade, subordinate, and supporting unit plans in terms of projected locations and times of displacement.

2a19 The brigade S5 (or designated substitute) obtains information about the CMO situation related to synchronizing the battle. [FM 101-5, p. C-9; ARTEP 71-3 MTP, Task 71-3-5001, 5003, 5004]

- The brigade S5 obtains information on CMO requirements and resources, from: [ARTEP 71-3 MTP, Task 71-3-5001/1, 2; 5003/1; 5004/1]
 - Higher headquarters.
 - Brigade commander.
 - Civilian authorities.
 - MP units.
 - Adjacent units.
 - Brigade XO and brigade S4.
- The brigade S5 coordinates CMO information concerns related to synchronizing the execution of the battle to include:
 - Status of CMO support required for current brigade operations.
 - Information from subordinate commanders on whether the situation with civilians will interfere with military operations in their sectors.
 - Status of and potential problems with refugees and civilians on critical brigade LOCs.

2a20 The FSB commander and support operations center obtain CSS information: [FM 63-20, Chap 3, 5, 6; FM 71-3, pp. 8-5, 8-6, 8-17, 8-18, 8-25]

- The FSB commander and staff obtain information from:
 - Division G4.
 - Brigade commander and S3 in the TAC CP.
 - Brigade units:
 - Maneuver TFs.
 - Supporting engineer and artillery battalions.
 - MP platoon.
 - Air defense battery.
 - Brigade HHC commander.
 - FSB companies.
 - Adjacent units.

- (6) Brigade S5.
- (7) Division material management center (DMMC).
- (8) DISCOM commander.
- (9) DMOC.
- (10) Brigade S2.
- (11) Brigade S3 Air.
- (12) MSB.
- (13) Brigade S1 and S4.
- (14) Brigade XO.
- (15) Brigade, subordinate, and adjacent units' communications nets (eavesdropping).

b)

The FSB commander and staff coordinate CSS information concerns related to synchronizing the execution of battle to include:

- (1) Changes from the brigade commander to guidance, mission, concept, priorities, and information requirements.
- (2) Information from the brigade S2 and S2 section which confirms or refutes estimates of the CSS situation.
- (3) Changes to guidance, priorities, and requirements from the DISCOM commander.
 - (a) CSS task organization.
 - (b) Tasks to provide CSS support to division and corps units.
- (4) Information from the MSB regarding backup CSS support.
- (5) Information from the DMMC concerning supply and maintenance management support.
- (6) Information from supported units regarding their requirements.
 - (a) Maintenance and recovery of weapons systems and equipment.
 - (b) Resupply requirements.
- (7) Information from all organizations in the BSA (for defense and terrain management).

2a21 The brigade HHC commander obtains information necessary to support the main and tactical CPs. [ARTEP 71-3 MTP, Task 71-3-1501]

a) The brigade HHC commander obtains information from:

- (1) Brigade commander and CSM.
- (2) Brigade XO.
- (3) Brigade S1/S4.
- (4) Brigade S3.
- (5) Brigade S2.

(6) Brigade CPs.

b) The brigade HHC commander coordinates information concerns related to synchronizing the execution of the battle to include:

- (1) Obtains information from the brigade S2 and S2 section which confirms or refutes enemy threat to the main CP.
- (2) Obtains changes to brigade commander guidance, mission concept and information requirements from the brigade XO.
- (3) Obtains anticipated movement times and projected locations for the main and TAC CPs from the brigade XO and S3.
- (4) Obtains information from attachments/supporting agencies concerning space, supply, and support requirements.

3. **The brigade commander sees and visualizes the battlefield.** [FM 100-5, p. 1-8]

3a. The brigade commander updates his estimate according to his assessment of new information for purpose of more clearly seeing the battlefield, based on what he has observed and what he has been told. The updated estimate is based on information related to: [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-14 and pp. 22-24; FM 34-130, Chap 1, 2, 4; FM 71-100, Chap 1, 3, App 4]

3a1 Friendly situation:

- a) The present friendly situation based on his personal observation.
- b) The present friendly situation based upon reports from:
 - (1) Division commanding general (CG), ADC-M, or G3.
 - (2) TF and other subordinate commanders.
 - (3) Brigade XO and brigade staff officers.
 - (4) Brigade S3, FSCOORD, and ALO.
- c) The present friendly situation in terms of:
 - (1) The brigade commander's CCIR. [FM 101-5, pp. 4-47/48, 6-8/9]
 - (2) The brigade commander's need for information based on his visualization of current and future desired endstates.
 - (3) Anticipated flow of the battle (e.g., changes in battle phasing).
 - (4) Changes in location of brigade combat power.
 - (5) The impact of past activities on brigade units, particularly those fighting the close battle.
 - (6) The current operations of brigade units and their ability to modify or change their plans.

(7) Changes in combat power of brigade units relative to the accomplishment of current and future missions relative to:

- (a) Capabilities, strengths, and weaknesses of subordinate commanders.
- (b) Capabilities, strengths, and weaknesses of subordinate units in terms of:
 - 1. Weapon systems and equipment.
 - 2. Personnel.
 - 3. Supplies.
- (8) Status of brigade reserve.
- (9) Adjacent units.
- (a) Situation:
 - 1. Locations.
 - 2. Activities
 - 3. Combat power.
- (b) Intentions and future plans.
- (10) Status of training.

d) Time:

- (1) The amount of time available and the amount of time required for:
 - (a) The brigade and its subordinate units to move or accomplish all assigned tasks.
 - (b) A planned event or required action to occur.
- (2) The amount of time available and the amount of time required to plan and coordinate missions.

3a2 Mission:

- a) The division and corps commanders' intentions and concepts.
- b) The brigade mission, in terms of:
 - (1) Present concept of operation (maneuver and fires).
 - (2) Comparison of the present plan to the current situation.

3a3 Characteristics of the AO:

- a) Weather:
 - (1) Visibility (fog and cloud cover).
 - (2) Light data.
 - (3) Precipitation.

- (4) Temperature and humidity.
- (5) Wind speed.

b) Terrain:

- (1) The impact on the brigade units, the enemy's ability to maneuver, and the capability to apply combat power relating to the brigade mission.
- (2) The effects of terrain in relation to:
 - (a) Observation and fire.
 - (b) Enemy and friendly obstacles.
 - (c) Obscurants (smoke, etc.)
 - (d) Electromagnetic measures.

c) Other pertinent factors:

- (1) Safety and accident prevention.
- (2) Civilian infrastructures that affect brigade operations, such as communications, or transportation systems, noncombatant locations, or activity.

3a4 Enemy situation:

- a) Dispositions.
- b) Composition.
- c) Strength, to include committed forces, reinforcements, artillery, air, EW, air defense, anti-tank, and NBC.
- d) Capabilities.
- e) Recent and present activities.
- f) Peculiarities and weaknesses.
- g) Enemy capabilities, apparent intentions, and possible COAs.

3a5 Combat power relevant to the enemy:

- a) Maneuver units.
- b) Supporting fires.
- c) Leadership.

3a6 The battlefield operating systems (BOSSs):

- a) Intelligence.
 - (1) Is the R&S plan still valid?

- (2) Are brigade collection assets still capable of providing required information about the enemy?
- (3) Are PIR/information requirements (IR) still valid?
- b) Maneuver.
 - (1) Does the brigade have the combat power to accomplish the mission in accordance with commander's intent?
 - (2) Does repositioning criteria and planned movement ensure that the mission can be achieved as designated?
 - (3) Are in-depth and on-order defensive positions prepared and do they meet the plan requirements and commander's intent?
 - (4) Does the scheme of maneuver gain the positional advantages to achieve this intent and the designated endstate (including contingencies, branches and sequels)?
 - (5) Does the employment criteria and events for the use of reserves achieve the mission?
 - (6) Have reconnaissance and back-briefs confirmed the initial decision on where the brigade will accept decisive engagement?
 - (7) Is the main effort properly resourced to accomplish the mission?
- c) Fire support.
 - (1) Have fire plans been adjusted based on new enemy and terrain information?
 - (2) Have fire plans and sector sketches been developed and modified to ensure that fires can be massed as designated by the commander?
 - (3) Have direct and indirect fire coordination measures been disseminated and confirmed by subordinate commanders?
 - (4) Have boundaries and other control measures been disseminated and confirmed by subordinate commanders?
 - (5) Are direct and indirect fire plans synchronized and integrated with all other combat multipliers, including physical tie-in between brigade units and units on the brigade's flanks?
 - (6) Do fire support priorities adequately weight the main effort?
 - (7) Do fires adequately support brigade R&S and counter-reconnaissance forces?
 - (8) Are target acquisition assets in place or projected to be in place in time?
 - (9) Have target lists been updated by the brigade FSO and TF FSOs, and are they synchronized with changes to the brigade or TF scheme of maneuver?
 - (10) Are fire support assets positioned and prepared to support the operation?
 - (11) Has responsibility been assigned for firing critical targets and are observers in position?
- d) Command and control.
 - (1) Are key communications links within the brigade operational?
 - (2) Do current and projected locations of CPs provide for continuous command and control?
 - (3) Are CCIR being adequately answered?

- (4) Are leaders and units motivated and capable of continued operations?
- (5) Is the succession of command clear and ready to be implemented?
- (6) Have risk factors been accurately identified and understood?
- e) Mobility and survivability.
 - (1) Are obstacles in place or projected to be in place in time?
 - (2) Are obstacles observed and covered by fires and responsibility properly assigned?
 - (3) Do the obstacles shape the battlefield in accordance with commander's intent?
 - (4) Are plans for clearing lanes in friendly obstacles adequate to support brigade maneuver?
 - (5) Can the brigade conduct obstacle breaching as designated in the plan?
 - (6) Is there new information which might require changes to the point of penetration or breach?
 - (7) Are there sufficient mobility assets (mine plows/blades) for the breach element?
 - (8) Are fighting and survivability positions adequate to ensure mission accomplishment?
 - (9) Is there adequate construction material and is it being delivered on time?
 - (10) Are there any modifications to FASCAM employment plans required by the engineer and FSCOORD/brigade FSO based on new information?
- f) Air defense.
 - (1) Does ADA coverage ensure support of adjusted priorities, concept of the operation, and commander's intent?
 - (2) Have modifications to the weapons control status been made based on changes to the enemy air threat?
 - (3) Are air defense assets adequate and positioned and capable of protecting the brigade now and during mission execution?
- g) Combat service support.
 - (1) Is there a need to adjust CSS priorities based on new information?
 - (2) Are supplies adequate to support the operation and are they being delivered to brigade units on time?
 - (3) Are prestocked cache positions secured?
 - (4) Are there sufficient transportation assets available and operational to support the operation?
 - (5) Does the status of personnel fill enable brigade units to accomplish their missions and tasks?
 - (6) Does the state of morale in the brigade support mission accomplishment?
 - (7) Is the current and projected state of maintenance of equipment in the brigade adequate to support mission accomplishment?
 - (8) Are medical personnel, supplies, and equipment available and positioned to support the concept of the operation?

5. **Brigade command posts manage and maintain command, control, and communications.** [FM 71-123, pp. 1-43 - 1-46; FM 71-3, Chap 3; FM 101-5, Chap 5, 7, App B, Battle Command Techniques and Procedures, Chap 4]
 - 5a. The brigade XO manages the means of communicating information for all brigade CPs. [FM 71-3, Chap 3, 8; FM 71-123, Chap 1; FM 101-5, Chap 6, App B, L]
 - 5a1 The brigade commander appoints an "information manager" from the staff (usually the brigade XO) to: [FM 101-5, 6-2, App B]
 - a) Facilitate the flow of information and communication of information from staff members and subordinate units.
 - b) Outline and monitor the performance and responsibilities of the staff in processing mission information, preparation status, and the commander's information requirements.
 - c) Ensure that the brigade CCIR is used to focus the staff as it manages all information.
 - d) Establish and enforce timelines.
 - 5a2 The brigade commander or XO employs a "battle captain" to manage the operations of the main CP and the operations section when the XO is not available. [LL-CTC Bulletin No. 94-1, p. 5]
 - a) Coordinates and integrates staff activities for short periods.
 - b) Initiates staff action as directed by the commander, XO, and S3.
 - c) Performs as brigade operations officer in charge (OIC).
 - 5a3 The brigade XO directs staff meetings to: [ARTEP 71-3 MTP, Task 71-3-0001]
 - a) Ensure that each staff officer disseminates information which is relevant to the entire staff.
 - b) Appraise completeness of information.
 - c) Identify information gaps and directs actions to fill them.
 - d) Initiate staff planning as part of an accelerated decision process.
 - e) Coordinate brigade targeting team's actions.
 - 5a4 The brigade XO ensures that LNOs provide information to the brigade commander and staff and to the HQ they represent. [FM 101-5, App L]
 - a) Responses to specific questions asked of LNO.
 - b) Unit locations, activities, capabilities, status, and intentions.
 - c) Coordination problems.
 - (1) Inability to reach/meet with specific people or staff positions.

(2) Receipt of information which invalidates or should change estimates and plans.

5a5 Radio net operators at all brigade CPs eavesdrop on lower and adjacent unit command and O&I nets for information. [FN-NTC O/C]

5a6 The information manager at each brigade CP ensures that information on the situation is communicated between staff officers during shift changes. [FM 101-5, pp. 5-7 - 5-8; AN]
a) Enemy activities.
b) Status of subordinate units.
c) On-going staff actions which must be monitored, tracked, and completed.
d) Timelines and suspense which must be met.
e) Planning for future missions.

5a7 The radio net operators at all brigade CPs communicate routine information per brigade SOP. [FM 101-5, p. 6-5]

Component B: The brigade commander, staff sections, and other key individuals within the armored brigade evaluate information and update products (templates, matrices, overlays, maps).

2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]
- 2b. The brigade CPs and staff sections evaluate acquired information, update products, and maintain status. [FM 63-20, Chap 3, 6, FM 101-5, Chap 6]
- 2b3 The brigade S2 section evaluates intelligence information and updates products: [ARTEP 71-3 MTP, Tasks 71-3-2002, 2003, 2005, 2006]
a) The S2 section evaluates intelligence information: [ARTEP 71-3 MTP, Tasks 71-3-2002/1; 2003/1, 2; 2004/1; 2005]
(1) Impact of changes to guidance/direction and information.
(2) Comparison of desired brigade endstates with current intelligence situation, trends, and intelligence preparation of the battlefield (IPB).
(3) Information which:
(a) Identifies answers to brigade commander's CCIR, PIR, and information requirements (IR).

(b) Confirms or refutes IPB information relative to achieving the commander's intent (e.g., NAIs and TAI).

(c) Identifies enemy:

- 1 Composition.
- 2 Disposition.
- 3 Location.
- 4 Strength (losses) and present capabilities.
- 5 Indications of possible enemy intent.
- 6 Enemy reaction to friendly operations.
- 7 Adherence to or deviation from postulated enemy COA.

(d) Permits comparison of known enemy activity with previously projected enemy COAs.

(e) Permits development of BDAs.

(4) Determines whether R&S plan/operations continue to meet brigade commander's intent.

- (a) Positioning of assets to collect PIR and IR.
- (b) Positioning of assets to maintain constant observation of NAIs and TAI.
- (c) Positioning of assets to detect and track HPTs, provide observation for attack of HPTs, and provide BDA on HPT following attack.

(5) Indicators of enemy intentions:

- (a) NBC weapons usage or activity as prelude to offensive operations.
- (b) Presence of reconnaissance forces as prelude to attack.
- (c) Presence and massing of maneuver forces as indicator of initiation of offensive operations.
- (d) Increase in fighter activity and massing of transport fixed wing aircraft as indicators of airborne assault or start of offensive operations.
- (e) Meaconing, interference, jamming, interception (MJJ) and other changes in enemy electromagnetic activity as prelude to offensive operations.
- (f) Conduct of counter-reconnaissance operations as an indicator of defense.
- (g) Field artillery and rocket unit activity.

- 1 Offensive indicators.
- 2 Defensive indicators.

(h) Presence and nature of activity of engineer units.

- 1 Offensive indicators.
- 2 Defensive indicators.

(i) Increase of enemy helicopter activity as indication of air assault operations.

(6) The brigade S2 and the intelligence cell:

- (a) Identify changes to current projections of enemy COAs.
- (b) Perform BDA.
- (c) Deduce possible future enemy COAs.
- (d) Conduct a hasty analysis of enemy intentions with the intelligence analyst at the TAC CP.

b) The brigade S2 evaluates changes in situation which should lead to convening the targeting and/or A2C2 teams and recommends to the brigade XO or brigade S3 Air that the teams meet if necessary.

c) The brigade S2 section updates intelligence products, including: [ARTEP 71-3 MTP, Tasks 71-3-2003/2; 2006/2, 3]

- (1) Revised intelligence estimate (may or may not be in written form).
- (2) Situation template (SIT TEMP).
- (3) Event template.
- (4) MCDO, in coordination with the brigade S3, brigade engineer section and NBC section.
- (5) Intelligence portion of the DST.
- (6) R&S plan.
- (7) Intelligence database.
- (8) Intelligence overlays and graphics.
- (9) Enemy order of battle (OB).
- (10) Brigade intelligence summaries (INTSUMs).
- (11) Intelligence journal/log.

2b4 The brigade S3 operating in the TAC CP and the brigade S3 section evaluate operational information and update products: [ARTEP 71-3 MTP, Task 71-3-3003]

- a) The S3 and S3 section evaluate operations information to ensure synchronization. [ARTEP 71-3 MTP, Task 71-3-3003/1, 3]

- (1) Changes to guidance/direction and information.
- (2) Information which confirms or refutes IPB information which may affect achieving the commander's intent.
- (3) Desired brigade endstates with what is possible based on current brigade operations, maneuver plan, and trends.

- (a) Maneuver units status.
- (b) Fire support status.
- (c) M/CM/S support status.
- (d) CSS status.
- (e) Air defense status.

- (f) Enemy situation and projected COA.
- (4) Impact of changes to the brigade maneuver operations on subordinate units' maneuver operations.
- (5) Changes to adjacent unit operations which might affect brigade operations.
- (6) Brigade OPSEC based on information received from division and internal brigade sources.
- (7) Changes to A2C2 plan.
- (8) Changes to targeting products.
- b) The brigade S3 section evaluates changes in situation which should lead to convening the targeting and/or A2C2 teams and recommends to the brigade XO or brigade S3 Air that the teams meet if necessary.
- c) The brigade S3, operating in the TAC CP, and the brigade S3 section, in coordination with the brigade XO, update operations products. [ARTEP 71-3 MTP, Task 71-3-3003]
 - (1) Decision tools (e.g., the DST), in conjunction with the brigade S2, brigade XO, and brigade commander.
 - (2) Synchronization and execution tools.
 - (3) The operations overlay for brigade, division, and adjacent units.
 - (4) Revised operations estimate (may or may not be in written form).
 - (5) Brigade status boards and charts which record combat power.
 - (6) Timeline of brigade operations.
 - (7) Current operations and intelligence map.
 - (8) NBC map.
 - (9) SIT TEMP overlay.
 - (10) Event template overlay.
 - (11) CSS overlay and support matrix.
 - (12) Plans map with overlay for future operations.
 - (13) FSE map with FS overlay and FSEM.
 - (14) TACP map and CAS status with assistance of ALO and brigade TACP.
 - (15) Brigade operations journal/log.
 - (16) Assists brigade S2 and ABE in updating MCOO.
 - (17) Updates terrain management plan/overlay.
- d) The brigade S3 Air, as chief of the A2C2 team, convenes the brigade A2C2 team as required to ensure full coordination and integration of A2C2 related information. [AN]

265 The brigade NBC section evaluates NBC information and updates products. [ARTEP 71-3 MTP, Tasks 71-3-4-0003, 0004, 0007, 0017]

a) The brigade NBC section evaluates information. [ARTEP 71-3 MTP, Tasks 71-3-4-0004, 0007]

- (1) Changes to guidance/direction and information.
- (2) Desired brigade endstates with what is possible based on current NBC situation and trends.
- (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
- (4) Answers to intelligence queries about enemy NBC capabilities.
- (5) Brigade decontamination capabilities.
- (6) Adjustments to subordinate units operations which affect brigade NBC plans.
- (7) Changes to the division's defensive NBC capabilities.

b) The brigade NBC section updates NBC products. [ARTEP 71-3 MTP, Tasks 3-4-0003; 0017]

- (1) Revised NBC estimate (may or may not be in written form).
- (2) Mission-oriented protective posture (MOPP) analysis.
- (3) Enemy NBC capabilities.
- (4) NBC equipment and supplies inventories.
- (5) NBC overlays and graphics.
- (6) Contaminated areas portion of MCOO (provided to S2).

2b6 The brigade ABE section evaluates M/CM/S information and updates products. [ARTEP 71-3 MTP, Tasks 71-3-8001, 8005]

a) The brigade ABE section evaluates information. [ARTEP 71-3 MTP, Task 71-3-8005]

- (1) Changes to guidance/direction.
- (2) Desired brigade endstates with what is possible based on current M/CM/S situation and trends.
- (3) Progress on engineer tasks compared to timelines and required endstates.
- (4) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
- (5) Answers to intelligence queries which alter initial enemy engineer capabilities and assessment.

(a) Changes to enemy mobility capabilities to determine impact on brigade countermobility and survivability plans.

(b) Changes to enemy countermobility actions or capabilities to determine impact on brigade mobility plan and task organization.

(c) Changes to enemy survivability measures or capabilities to determine impact on brigade mobility, direct fire, and indirect fire plans (through coordination with brigade S3 and FSO).

(6) Changes in operations versus plans by subordinate units.

(7) Estimates of mobility based on differences in terrain from initial IPB or the effect of current weather on the terrain.

(8) Adequacy of Class IV and V barrier material to support operations.

- b) The brigade ABE determines if evaluated information would require convening the brigade targeting team and recommends to the brigade XO that the team meets, if necessary.
- c) The brigade ABE section updates engineer products. [ARTEP 71-3 MTP, Task 71-3-8001]
 - (1) Revised engineer estimate (may or may not be in written form).
 - (2) Priorities and schedules for engineer effort.
 - (3) Survivability position and obstacle graphics.
 - (4) Engineer timelines.
 - (5) FASCAM employment plan in coordination with the brigade FSO.
 - (6) MC00 (in coordination with (ICW) brigade S2, brigade S3 section and brigade CML0).

2b7 The brigade AVL0 evaluates aviation information and updates products. [ARTEP 71-3 MTP, Tasks 71-3-7001/3; ARTEP 1-100 MTP, Tasks 01-4-1311, 1322]

- a) The brigade AVL0 evaluates information. [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100 MTP, Tasks 01-4-1311, 1322]
 - (1) Changes to guidance/direction and information.
 - (2) Desired brigade endstates with what is possible based on current aviation situation, trends, and allocated Army aviation support for brigade mission.
 - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
 - (4) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities, objective area or engagement areas, and targets.
 - (5) Information which impacts on Army aviation employment, and CAS operations.
 - (a) Adjustments to fire support plans which affect Army aviation employment plans.
 - (b) Changes to weather.
 - (c) Changes to enemy ADA capabilities.
 - (d) Changes to Army aviation employment under control of the division and the aviation brigade.
- b) The brigade AVL0 determines if evaluated information would require convening the brigade targeting team and recommends to the brigade XO that the team meets if necessary.
- c) The brigade AVL0 updates Army aviation products. [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100 MTP, Tasks 01-4-1311, 1322]
 - (1) Revised aviation estimate (may or may not be in written form).
 - (2) Provides input to revision of ACAs.
 - (3) Army aviation plan.

(4) SEAD and indirect fire support plans (with brigade FSO).

2b8 The brigade FSCOORD, brigade FSO, brigade targeting officer and brigade FSE section, and NGLO evaluate fire support information and update products. [ARTEP 71-3 MTP, Tasks 71-3-9001, 9002]

a) The brigade FSCOORD, brigade FSO, brigade targeting officer, FSE section, and NGLO evaluate information to determine: [ARTEP 71-3 MTP, Task 71-3-9001/2, 3]

(1) Retargeting requirements. [AN]

(2) Changes to fire support guidance/direction to include attack-guidance matrix (AGM), observer plan, target acquisition and surveillance plan, and high payoff target list (HPTL).

(3) Current fire support capability to support brigade operations and implement the fire support (FS) plan.

(4) Changes to the brigade fire support plan which require synchronization with TFs' fire support plans.

(5) Changes to FA task organization and locations, GS and GSR FA units, or NSF ships.

(6) Required actions based on new information that results from changes in enemy, terrain, or weather.

(7) Changes to FASCAM requirements in coordination with the brigade ABE.

(8) Refinements to the fire support plan based on Army aviation and CAS requirements.

(9) Permissive and restrictive fire measures which may be required.

(10) Effects of indirect fires on enemy; impact on potential future operations.

(11) Availability of CAS and Army aviation; possible targets.

(12) Changes to ACAs.

(13) SEAD plan.

b) The brigade FSCOORD or FSO evaluates changes in situation which should lead to convening the targeting and/or A2C2 teams and recommends to the brigade XO or brigade S3 Air that the teams meet if necessary.

c) The brigade FSCOORD, FSO, targeting officer, and FSE section update fire support products. [ARTEP 71-3 MTP, Task 71-3-9002]

(1) Revised fire support estimates (may or may not be in written form) to include:

(a) Status of firing elements.

(b) Displacement of artillery units throughout the AO.

(c) Fire support plan.

(d) Observation plan.

(e) Dispositions, status, and activities of fire support assets under brigade control.

(2) FSEM.

(3) Target lists.

(4) HPT list.
 (5) Fire support graphics.
 (6) Priority targets.
 (7) FSCMs to include ACAs.
 (8) SEAD plan.
 (9) AGM.

2b9 The brigade ALO, in conjunction with the Marine air officer, and the brigade TACP, evaluates CAS information and updates products. [FM 101-5, p. 6-45]

a) The brigade ALO evaluates information in coordination with the Marine air officer (if assigned) and brigade TACP. [FM 101-5, p. 6-45]

- (1) Changes to guidance/direction and information.
- (2) Changes to air tasking order (ATO).
- (3) Desired brigade endstates with what is possible based on current CAS situation, trends, and allocated CAS support from the ATO.
- (4) Information which confirms or refutes IPB information which may affect achieving the brigade commander's intent.
- (5) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities as well as CAS targets.
- (6) Information which impacts on planned ACAs, CAS employment, and integration with Army aviation operations.
- (7) Changes to weather.
- (8) Changes to enemy ADA capabilities.
- (9) Adjustments to the brigade plan and the Army aviation employment.
- (10) Availability of CAS.
- (11) Changes to SEAD plans.

b) The brigade ALO evaluates changes in situation which should lead to convening the targeting and/or A2C2 teams and recommends to the brigade XO or brigade S3 Air that the teams meet if necessary.

c) The brigade ALO, in coordination with the Marine air officer, and brigade TACP, updates CAS products. [FM 6-20-40, Chap 2]

- (1) Revised CAS estimate (may or may not be in written form).
- (2) Target lists for preplanned CAS.
- (3) Updates input for SEAD and indirect fire support plans (with brigade FSO).

2b10 The brigade ADALO evaluates air defense information and updates products. [ARTEP 71-3 MTP, Tasks 71-3-6001, 6002]

- a) The brigade ADALO evaluates information. [ARTEP 71-3 MTP, Task 71-3-6001/1]
 - (1) Changes to guidance/direction and information.
 - (2) Desired brigade endstates with what is possible based on current ADA situation and trends.
 - (3) Information which confirms or refutes IPB and may affect achieving the brigade commander's intent.
 - (4) Answers to intelligence queries about enemy air capabilities.
 - (5) Friendly air (CAS, Army aviation).
 - (6) Adjustments to subordinate unit operations.
 - (7) Changes to locations and AD coverage by divisional AD assets.
 - (8) Continually compares the high- to medium-altitude air defense (HIMAD) coverage with the position of the maneuver faces.
 - (9) Plots and maintains airspace control measures and effective times within the brigade AO: [AN]
 - (a) Restricted operation areas.
 - (b) Standard-use Army, USAF, United States Navy (USN), United States Marine Corps (USMC) aircraft flight routes.
 - (c) Weapons-free zones.
 - (d) Planned FA FS fires.
 - (e) Air assault operations.
 - (f) Major aviation operations.
 - (10) Changes to the brigade air picture and division early warning status. [AN]
 - (11) Coordinates with the brigade XO and brigade S3 to adjust air defense coverage by reallocating fire units. [AN]
- b) The brigade ADALO evaluates changes in situation which should lead to convening the targeting and/or A2C2 teams and recommends to the brigade XO or brigade S3 Air that the teams meet if necessary.
- c) The brigade ADALO updates air defense products. [ARTEP 71-3 MTP, Task 71-3-6001/3; 6002/1d]
 - (1) Revised air defense estimate (may or may not be in written form).
 - (2) Graphics of air defense HIMAD coverage and location of ADA battery assets.
 - (3) Graphics of friendly air corridors.
 - (4) Graphics of probable enemy air routes into the brigade area.
 - (5) Brigade weapons control and air defense warning status.
- d) The brigade ADALO monitors air picture and early warning, alerting brigade elements as necessary.

2b11 The MP platoon leader evaluates information and updates products. [ARTEP 71-3 MTP, Tasks 71-3-1201/1; 1202/1]

- a) The MP platoon leader evaluates information. [ARTEP 71-3 MTP, Tasks 71-3-1201/1; 1202/1]
 - (1) Changes to guidance/direction and information.
 - (2) Desired endstates with what is possible based on current MP situation and trends.
 - (3) Answers to intelligence queries.
 - (4) Updated status of EPW demands and assessment of capability to continue the mission. [AN]
 - (5) Assessment to continue to support traffic control mission. [AN]
- b) The MP platoon leader updates MP products. [ARTEP 71-3 MTP, Task 71-3-1201/1]
 - (1) Revised estimates (may or may not be in written form).
 - (2) Straggler/refugee control plans.
 - (3) Traffic control plans.
 - (4) EPW/counterintelligence (CI) plan.

2b12 The brigade communications section evaluates information and updates brigade communication products. [ARTEP 71-3 MTP, Tasks 71-3-1102, 1103]

- a) The brigade communications section evaluates information. [ARTEP 71-3 MTP, Task 71-3-1103/3]
 - (1) Changes to guidance/direction and information.
 - (2) Desired brigade endstates with what is possible based on current communication situation and trends.
 - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
 - (4) Answers to intelligence queries about enemy electronic and communications capabilities.
 - (5) Adjustments to brigade CPs' locations, and subordinate unit operations and locations.
 - (6) Results of communications checks.
- b) The brigade communications section updates communications products. [ARTEP 71-3 MTP, Task 71-3-1102/2,3]
 - (1) Revised signal estimates (may or may not be in written form).
 - (2) Communications network overlay, area coverage overlay, and dead space overlay.
 - (3) SOIs.

2b13 All brigade CSS officers (brigade S1, brigade S4, and brigade surgeon) and FSB commander evaluate CSS information and update products. [FM 63-20, Chap 3, 6; ARTEP 71-3 MTP, Tasks 71-3-1002; 1003; 1004; 1008; 1009; 4001; 4002; 4003; 1301]

- a) The brigade CSS officers and sections evaluate information.
 - (1) Desired brigade endstate compared with current and projected personnel, maintenance, transportation, medical, and supply status.

- (a) Adequacy of CSS for the brigade main effort.
 - (b) Adequacy of CSS for the brigade secondary effort.
 - (2) Information which confirms or refutes EEFI and other IPB information.
 - (3) Answers to intelligence queries which alter initial assessment of enemy CSS capabilities.
 - (4) Adjustments to subordinate and supporting units' operations.
 - (5) Additional requirements for medical treatment and evacuation.
 - (6) Forecast of future sustainment levels based on known resupply of critical Class III and V requirements.
 - (7) Requirements for emergency resupply of units engaged in the close battle.
 - (8) Enemy activity.
 - (9) Status of the brigade LOCs.
- (b) The brigade CSS officers update CSS products.
 - (1) The brigade S1 section updates personnel information. [ARTEP 71-3 MTP, Tasks 71-3-1002/1, 3; 1003/1; 1004/2; 1008; 1009]
 - (a) Revised personnel services estimate (may or may not be in written form).
 - (b) Personnel status of subordinate and supported units.
 - (c) Casualty feeder reports.
 - (d) Personnel priorities as directed by the brigade commander.
 - (e) Updates medical evacuation status on administration and logistics operation center (ALOC) map overlay. [AN]
 - (2) The brigade S4 section updates logistical information. [ARTEP 71-3 MTP, Tasks 71-3-4001; 4002; 4003]
 - (a) Maintenance, supply, and transportation portions of revised logistics estimates (may or may not be in written form).
- (b) Supply:
 - 1 Percent fill of combat basic loads.
 - 2 Configuration and location of immediate and emergency resupply (Class III and V) loads and push packages.
 - 3 Adequacy of CSS supply assets.
 - 4 Supply priorities as directed by the brigade commander.
 - 5 Establishment and fill of stock piles and caches.
 - 6 Capability for emergency resupply.
- (c) Maintenance:
 - 1 Number and type of equipment systems on hand and operational.

2 Systems non-mission capable and repairable.
 3 Projections for repair and return of fighting vehicles and other essential equipment.
 4 On-hand Class IX, authorized stockage list (ASL) and prescribed load list (PLL) stockage levels.
 5 Maintenance priorities and guidelines as directed by the brigade commander.
 6 Status of the combat vehicles in the maintenance float pool. [AN]

(d) Transportation:

1 Schedules and priorities.
 2 Status of supplies, equipment, and materials requiring transport.
 3 Availability of ground transport assets.
 4 Availability of air transport assets.
 5 Status of logistics packages (LOGPACs) and refuel-on-the-move (ROM) capability.
 6 Transportation recovery and back-haul plans.
 7 Main supply route (MSR) and alternate supply route (ASR) traffic and route conditions.

(3) The brigade surgeon updates medical information. [ARTEP 71-3 MTP, Task 71-3-1301/3]

(a) MEDEVAC capabilities.
 (b) Class VIII stocks and resupply activities.
 (c) Reinforcement and reconstitution of medical assets.
 (d) Disposition and capability of brigade medical assets compared to tactical situation and plans.
 (e) Medical priorities as directed by the brigade commander.

(4) The FSB commander and FSB support operations center update CSS information. [FM 63-20, Chap 3, 5, 6]

(a) Tasks to subordinate units to support the brigade's current and future operations.
 (b) Tasks to subordinate units to support division and corps units operating in the brigade sector.
 (c) Rear area security plans:

1 Threat (Levels I, II and III) from brigade S2.
 2 Base and base cluster defense plans integrated with brigade security plans.
 3 Forces available for local security operations and reaction force.
 4 Aviation and indirect fire support.
 5 Communications capabilities.

(d) Update/validate support matrix and CSS overlay.

2b14 The brigade S5 evaluates CMO information and updates products. [ARTEP 71-3 MTP, Task 71-3-5001]

a) The brigade S5 evaluates newly obtained information to determine:

- (1) Changes to guidance and direction.
- (2) The impact of the civilian population on the activities and mission of the brigade.
- (3) The impact of enemy activity on the civilian population and resources/facilities.
- (4) The impact of brigade combat activities on the civilian population.
- (5) Desired brigade endstates compared with what is possible based on the CMO situation and trends.

b) The brigade S5 determines requirements and actions to assist in the acquisition of local resources, facilities, and support. [ARTEP 71-3 MTP, Task 71-3-5003]

- c) The brigade S5 determines coordination requirements to mitigate local population interference with U.S. military operations. [ARTEP 71-3 MTP, Task 71-3-5004]

d) The brigade S5 updates the CMO plan to provide guidance and direction for dealing with the civilian population on termination of operations. [AN]

e) The brigade S5 section updates the CMO “running estimate” to support the brigade’s operations (may or may not be in written form). [AN]

2b15 The HHC commander evaluates information to determine:

- a) Capability to move, secure, and support the main and TAC CPs.
- b) Requirements to move, secure, and support the main and TAC CPs.

2b16 The brigade CPs maintain status. [FM 71-3, pp. 3-20 - 3-25]

- a) The brigade commander and brigade S3 in the command group/TAC CP maintains status and information to include: [FM 71-3, pp. 3-20 - 3-25]
 - (1) Information which supports the commander’s CCIR.
 - (2) Current and projected combat power status of subordinate units (e.g., green-amber-red).
 - (3) Current operations and intelligence map.
 - (a) Operations overlay (brigade, higher, and adjacent units).
 - (b) Intelligence overlay.
 - (c) SIT TEMP overlay.
 - (d) Event template overlay.
 - (e) Modified combined obstacle overlay.
 - (f) Fire support overlay.
 - (g) Decision support tools (e.g., DST).
 - (h) Synchronization and execution tools (e.g., matrixes, operations schedule (OPSCHEDE), checklists).

(4) Status of key communications links.

(5) Information required to serve as alternate main CP.

b) The brigade XO ensures that the main CP maintains status and information including: [FM 71-3, pp. 3-20 - 3-25]

- (1) Current operations and intelligence map.
 - (a) Operations overlay (brigade, higher, and adjacent units).
 - (b) Intelligence overlay.
 - (c) SIT TEMP overlay.
 - (d) Event template.
 - (e) MC00.
 - (f) NBC overlay.
 - (g) CSS overlay.
 - (h) Terrain management status.
- (2) CSS overlays and information per brigade SOP.
- (3) Intelligence information from division and higher headquarters.
- (4) Disposition of collection assets.
- (5) Information on external units conducting R&S and security operations to prevent fratricide.
- (6) Disposition and status of patrols and other R&S and security forces.
- (7) Status of operations so as to ensure compliance with stated mission timelines.
- (8) Current and projected combat power status of subordinate units (e.g., green-amber-red).
- (9) Status on task organization (into the brigade, within the brigade, and detachments out of the brigade).
 - (a) R&S and security forces.
 - (b) TFs.
 - (c) Fire support systems.
 - (d) Engineer assets.
 - (e) Ground surveillance radar (GSR) and other radar systems.
 - (f) ADA assets.
- (10) Obstacle and survivability position construction and progress as compared to timelines.
- (11) Utilization of engineer assets and materials as compared to timelines.
- (12) Decision support tools (e.g., DST).
- (13) Plans map (with overlays for future operations).
- (14) Synchronization and execution tools (e.g., FSEM, OPSCHEDS, checklists).
- (15) Journals/logs.

(16) Status of key communications links to include retransmission capability.

c) The brigade S1 or S4 at the brigade rear CP ensures that status is maintained and that information includes: [FM 71-3, pp. 3-20 - 3-25]

- (1) Current operations and intelligence map.
 - (a) Operations overlay (brigade, higher, and adjacent units).
 - (b) Rear operations, security, and threat overlay.
 - (c) Intelligence overlay.
 - (d) SIT TEMP overlay.
 - (e) Event template overlay.
 - (f) MCQO.
 - (g) Fire support overlay.
- (2) Decision support tools (e.g. DST).
- (3) CSS SITMAP and overlays.
 - (a) LOCs, MSR and ASR.
 - (b) CSS locations, current and projected.
 - (c) Decontamination sites.
- (4) Synchronization and execution tools (e.g., matrixes, OPSCHEDS, checklists).
- (5) BSA security plans.
- (6) CSS staff journal.
- (7) Current and projected personnel and equipment status.
 - (a) Personnel strength.
 - (b) Operational equipment strength.
 - (c) Status of supplies.
 - (d) Casualties.
 - (e) Replacement personnel status/location.
 - (f) Damaged and non-mission-capable vehicles and equipment.
- (8) Location and evacuation of EPW and their equipment.
- (9) Location and evacuation of displaced persons.
- (10) Status of key communications links.
- (11) Identification and location of CSS units operating in brigade rear to include non-brigade units/elements.

OUTCOME 3 ASSESSMENT

OUTCOME 3: Tactically sound recommendations are developed and critical information communicated to the commander by the armored brigade staff and others within the brigade. (Use Tables 3, 5, 6, 9, and 10)

Component A: Brigade staff members and commanders of subordinate battalions develop and make tactically sound recommendations concerning changes to situation, shifts of main effort, and synchronization.	Adequate	Marginal	Not Adequate
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Assessment Statements

- Subordinate commanders and staff officers report information:
 - that impacts on execution of the brigade's maneuver plan and fire support plan;
 - information on future operations;
 - significant changes to enemy situation;
 - recommendations concerning reaction to change of situation, shifts of main effort, and synchronization.
- The brigade fire support targeting team reports results of attacks on targets and makes recommendations for changes to fire support plan and attack means.

Component B: The brigade commander uses appropriate decision support aids to synchronize the application of combat power.	Adequate	Marginal	Not Adequate
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Assessment Statements

- The commander maintains a current “running” estimate of the situation.

- The commander continuously monitors appropriate decision support aids to synchronize application of combat power, including (at a minimum): Decision Support Template; Synchronization Matrix; and Fire Support Execution Matrix.

Component C: The brigade commander, brigade CPs, and staff communicate information necessary to conduct a synchronized battle. (Emphasis is on reporting/communicating relevant information.)	Adequate	Marginal	Not Adequate
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Assessment Statements

- The brigade commander receives accurate information on critical synchronization actions:
 - All subordinate leaders and the brigade staff are aware of CCIR.
 - All subordinate leaders and the brigade staff analyze information and provide appropriate reports and recommendations.
- The brigade staff receives and communicates appropriate information.
 - All members of the staff are aware of CCIR, PIR, IR, and each others routine information requirements.
 - Staff members provide information to meet each other's requirements.
- CPs efficiently communicate information between and within the CPs.
- The LNOs immediately communicate any response to CCIR to the commander, XO, and S3.
- The brigade XO manages information flow and establishes a system to keep the commander informed.
- Information is received, evaluated, and processed for input into estimates and recommendations in time to influence timely decisions that may lead to changes in status and implementation of new orders.

OUTCOME 3 DIAGNOSTIC AID

OUTCOME 3: Tactically sound recommendations are developed and communicated to the commander by the armored brigade staff and others within the brigade.

Task Elements

Component A: Brigade staff members and commanders of subordinate battalions develop and make tactically sound recommendations concerning changes to situation, shifts of main effort, and synchronization.

2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]
 - 2c. The brigade CPs and staff communicate information necessary to conduct a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3, 8, App H; FM 71-123, Chap 1; FM 101-5, Chap 5, 6, App A, B, L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
 - 2c1 All CPs and staff members disseminate information. [FM 71-3, pp. 3-20 - 3-25]
 - a) Timely recommendations to the commander on critical synchronization actions.
 - b) Critical information needed to:
 - (1) Coordinate brigade synchronization.
 - (2) Monitor the situation.
 - (3) Keep higher and adjacent headquarters informed.
 - (4) Influence their areas of responsibility.
 - c) All staff officers remain alert for and ensure that critical information they receive is passed as soon as it is received to other staff officers who require the information.
 - 2c2 The brigade S2 and S3 section assist the brigade commander to synchronize the battle by communicating the enemy's situation, evaluations of enemy capabilities, BDA, and analyses of PIR, IR, and routine information.
 - 2c3 The brigade S3 in the TAC CP and S3 section assist the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Tasks 71-3-3003/2, 3; LL-Center for Army Lessons Learned (CALL) Bulletin No. 95-4, Chap 1]

- h) Recommendations to the brigade S3 (from S3 section), XO, or commander concerning shifts of main effort and synchronization of combat power.

2c4 The brigade CMLO and NBC section assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 3-117-40 MTP, Tasks 3-4-0007; 0009; 0016]

- c) Recommendations to the brigade S3, XO, or commander concerning critical NBC related actions.

2c5 The ABE section assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-8005/2]

- e) Recommendations to the brigade S3, XO, or commander concerning critical M/CM/S actions.

2c6 The AVL O assists the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100 MTP, Tasks 01-4-1311, 1322]

- c) Recommendations to the brigade S3, XO, or commander concerning employment of Army aviation assets.

2c7 The brigade FSCOORD, FSO, targeting officer, FSE, and NGLO assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3; FM 71-3, pp. 7-13 - 7-14; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]

- c) The brigade FSO and FSE section communicate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
 - (1) Control measures delineating mutual boundaries.
 - (a) Directed by division.
 - (b) Internal boundaries (TFs, scouts, security forces).
 - (2) Air space control measures.
 - (3) FSCMs.
 - (4) Signals and conditions under which restrictive measures will be emplaced or lifted.
 - (5) Locations.
- d) Intelligence information received through artillery or naval channels.
- e) The targeting team communicates results of attacks on targets, assessments of results, and recommendations of changes to the fire support plan and attack means.
- f) Recommendations to the brigade S3, XO, or commander concerning critical fire support matters.

2c9 The Marine air officer and NGLO assist the brigade commander to synchronize the battle by communicating naval air and NSF situation to brigade staff sections and external (to include maritime) headquarters/staff officers and make recommendations to the brigade S3, XO, or commander as necessary concerning naval air support and NSF. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]

2c10 The ADO assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-6001/1, 6002]
f) Recommendations to the brigade S3, XO, or commander concerning air defense matters.

2c11 The MP platoon leader assists the brigade commander to synchronize the battle by communicating brigade MP situation and critical information to other brigade staff sections and external headquarters and makes recommendations to the brigade S3, XO, or commander as necessary about traffic control, handling of EPW, and other assigned missions. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1201/1]

2c12 The Bde SO and section assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1102/4]
c) Recommendations to the brigade S3, XO, or commander concerning critical communication actions.

2c13 The brigade rear CP (S1 and S4 officers and sections), FSB commander, and support operations officer assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A]
c) Inform the brigade S3, XO, or commander of serious capability losses and provide recommendations for provision of CSS. [AN]

2c14 The brigade S5 assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-5001/2]
c) Recommendations to the brigade S3, XO, or commander concerning operational actions based on CMO situation.

Component B: The brigade commander uses appropriate decision support aids to synchronize the application of combat power.

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]

1d. The brigade commander synchronizes tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command Techniques and Procedures, Chap 2, 4; FM 71-123, Chap 3, 4, 5, 6; CGSC ST 22-102, p. 4-10 - 4-12]

1d1 The brigade commander synchronizes tactical operations by using the following techniques to employ maneuver and fires at required times or places in order to accomplish the commander's intent and concept of operations.

d) Continuously monitoring and using decision support aids:

- (1) Using the DST and synchronization matrix to aid timing of maneuver.
- (2) Using the DST and synchronization matrix to order execution of fires, movement, and/or maneuver of subordinate elements.
- (3) Using the DST to execute pre-planned tactical decisions to shift fires and/or forces.
- (4) Using the FSEM to aid in the execution of fire support.
- (5) Using the FSEM, DST, and synchronization matrix to aid in timing and target selection.
- (6) Ordering resupply based on critical events reflected on the synchronization matrix.

2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]

2c. The brigade CPs and staff communicate information necessary to conduct a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3, 8, App H; FM 71-123, Chap 1; FM 101-5, Chap 5, 6, App A, B, L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]

2c3 The brigade S3 in the TAC CP and S3 section assist the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Tasks 71-3-3003/2, 3; LL-CALL Bulletin No. 95-4, Chap 1]

a) Updated products, e.g.:

- (1) WARNOs/FRAGOs.
- (2) Coordinating instructions.
- (3) Reports of the brigade situation.
- (4) Evaluations of brigade status.
- (5) DST information.
- (6) Synchronization/execution matrix.

Component C: The brigade commander, brigade CPs, and staff communicate information necessary to conduct a synchronized battle.

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
 - 1a. The brigade commander directs subordinate forces. [FM 71-3, p. 3-4; FM 101-5, pp. 1-4 - 1-5]
 - 1a4 The brigade commander uses his staff to assist him in directing and monitoring the battlefield. [FM 101-5, Chap 1, 3; FM 71-3, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4]
 - a) Directs the brigade XO to function as the brigade information manager.
 - b) Directs the brigade XO to act as supervisor of the brigade main CP.
 - c) Specifies the composition of the TAC CP.
 - d) Provides the brigade S3 guidance as to the manner in which the S3 will operate in conjunction with the commander to direct tactical operations.
 - e) Provides guidance to staff officers if they are to operate in a manner other than governed by SOP or usual practices.
 - f) Provides guidance to the brigade FSCOORD and the engineer battalion commander on how to operate in conjunction with the brigade commander to synchronize and direct the brigade battle.
 - g) Exchanges information with the brigade staff.
 - h) Takes steps to identify indicators of diminishing effectiveness of the brigade staff. [LL-CALL Newsletter No. 90-8, p. 25]
2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]
- 2c. The brigade CPs and staff communicate information necessary to conduct a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3, 8, App H; FM 71-123, Chap 1; FM 101-5, Chap 5, 6, App A, B, L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
- 2c1 All CPs and staff members disseminate information. [FM 71-3, pp. 3-20 - 3-25]
 - b) Critical information needed to:
 - (1) Coordinate brigade synchronization.
 - (2) Monitor the situation.
 - (3) Keep higher and adjacent headquarters informed.

(4) Influence their areas of responsibility.

c) All staff officers remain alert for and ensure that critical information they receive is passed as soon as it is received to other staff officers who require the information.

2c2 The brigade S2 and S2 section assist the brigade commander to synchronize the battle by communicating the enemy's situation, evaluations of enemy capabilities, BDA, and analyses of PIR, IR, and routine information.

2c3 The brigade S3 in the TAC CP and S3 section assist the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Tasks 71-3-3003/2, 3; LL-CALL Bulletin No. 95-4, Chap 1]

- a) Updated products, e.g.:
 - (1) WARNOS/FRAGOS.
 - (2) Coordinating instructions.
 - (3) Reports of the brigade situation.
 - (4) Evaluations of brigade status.
 - (5) DST information.
 - (6) Synchronization/execution matrix.
- b) Information regarding requirements for use of terrain in the brigade area that will impact on current operations.
- c) Information to adjacent units to coordinate: [ARTEP 71-3 MTP, Task 71-3-3003/3c]
 - (1) Zones of attack or axes of advance, objectives, bypass criteria, and actions on contact.
 - (2) Battle handover location, criteria, and time or event at which handover is complete.
 - (3) Checkpoints, coordination points, phase lines, and contact points.
 - (4) Direct and indirect fire plans, control measures, and restrictive fire lines.
- d) Mission information from other staff members (internal and external) which impacts on the concept of operation and synchronization of combat power.
 - (1) Disposition and location of brigade combat power.
 - (2) Brigade activities.
 - (3) Brigade capabilities.
 - (4) Status of personnel and equipment.
 - (5) Intentions of the brigade.
 - (6) Unit boundaries.
 - (7) Current situation.
- e) Information on future operations.

f) Significant changes to enemy situation.
 g) Answers to CCIR.

2c4 The brigade CMLO and NBC section assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 3-117-40 MTP, Tasks 3-4-0007; 0009; 0016]

- a) The brigade NBC situation and analysis of CCIR, IR, and critical information.
- b) The brigade CMLO coordinates with the division CMLO and supporting decontamination units to confirm and organize deliberate decontamination plans and preparations. [ARTEP 3-117-40 MTP, Task 3-4-0005]

2c5 The ABF section assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-8005/2]

- a) The brigade engineer situation, analysis of CCIR, IR, and critical information to other brigade staff sections and external headquarters/staff officers.
- b) Current status of M/CM/S operations. [ARTEP 71-3 MTP, Task 71-3-8005/1]
 - (1) Mobility operations. [ARTEP 71-3 MTP, Task 71-3-8005/1]
 - (a) Sufficient engineer obstacle (natural and man-made) breaching equipment has been allocated to and coordinated with maneuver forces to ensure maintaining brigade momentum.
 - (b) Smoke and suppressive fires have been planned at critical breaching sites.
 - (c) MSRs and ASRs can be maintained allowing the brigade to sustain combat operations.
 - (2) Counter mobility operations: [ARTEP 71-3 MTP, Task 71-3-8002/2]
 - (a) Obstacles support the brigade scheme of maneuver and subordinate unit tactical plans, reinforce engagement areas, and are tied in to other obstacles and terrain.
 - (b) All obstacles are covered by observation, direct fires, and indirect fires.
 - (c) Control measures are established.
 - (d) Existing obstacle locations and types are recorded, including lanes and passage points.
 - (e) Obstacle security is maintained by the unit responsible for the obstacle.
 - (f) Obstacles will not conflict or inhibit future mobility requirements for brigade operations. [AN]
 - (g) Criteria for FASCAM employment is accurate and understood.
- (3) Current status of types and locations of required survivability positions: [ARTEP 71-3 MTP, Task 71-3-8002]
 - (a) Position construction is based on priority (including positions for security force units).
 - (b) Locations are jointly sited by:
 - 1 Maneuver commanders (responsible for site selection).

2 Engineer leader (responsible for providing equipment, material, expertise, and for preparation to standard of vehicle positions).

c) The ABE section coordinates with brigade units, TF engineers, and engineer battalion (as applicable) to ensure that M/CM/S operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8005/1]

d) The brigade engineer section communicates with adjacent units and the assistant division engineer. [ARTEP 71-3 MTP, Task 71-3-8005/1]

(1) To exchange information on obstacle status, type, and location.

(2) To ensure that division-directed obstacle requirements are satisfied.

(3) To exchange information on mobility plans (brigade, division).

2c6 The AVLO assists the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100 MTP, Tasks 01-4-1311, 1322]

a) The Army aviation situation to other brigade staff sections and external headquarters/staff officers.

b) Time on station for attack helicopters for specific missions.

2c7 The brigade FSCOORD, FSO, targeting officer, FSE, and NGLO assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3; FM 71-3, pp. 7-13 - 7-14; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]

a) Brigade fire support situation and analysis of CCIR, IR, and routine information.

b) Brigade FSO and FSE section communicate with adjacent and higher FSEs and DS FA battalion headquarters (and NGLO communicates with DS and GS NSF ships) to: [ARTEP 71-3 MTP, Task 71-3-9002/2]

(1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.

(2) Ensure that fire support information and products (target lists, FSEM, CAS requests, and ATO) are exchanged and refined.

c) The brigade FSO and FSE section communicate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]

(1) Control measures delineating mutual boundaries.

(a) Directed by division.

(b) Internal boundaries (TFs, scouts, security forces).

(2) Air space control measures.

(3) FS CMs.

- (4) Signals and conditions under which restrictive measures will be emplaced or lifted.
- (5) Locations.

d) Intelligence information received through artillery or naval channels.

e) The targeting team communicates results of attacks on targets, assessments of results, and recommendations of changes to the fire support plan and attack means.

2c8 The ALO, Marine air officer, and brigade TACP assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A]

- a) CAS situation and routine information to other brigade staff sections and external headquarters/staff officers.
- b) Time on station for CAS sorties in support of specific targets.
- c) Intelligence information received through air operations channels.
- d) Recommendations to the brigade S3, XO, or commander concerning CAS employment.

2c9 The Marine air officer and NGLO assist the brigade commander to synchronize the battle by communicating naval air and NSF situation to brigade staff sections and external (to include maritime) headquarters/staff officers and make recommendations to the brigade S3, XO, or commander as necessary concerning naval air support and NSF. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]

2c10 The ADO assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-6001/1, 6002]

- a) Changes in HIMAD coverage to the brigade XO and brigade S3.
- b) The brigade air picture, ADA situation and analysis of CCIR, IR, and routine information.
- c) The ADO communicates with adjacent units and ADA battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-6002/2, 3]
 - (1) To confirm scheme of maneuver, identification, friend or foe (IFF) codes, and AD weapons area coverage.
 - (2) To confirm weapons control status with higher and adjacent units.
 - (3) To confirm events and reporting systems which will cause the brigade to upgrade weapons control status.
- d) Warning of imminent enemy air attacks (early warning).
- e) Updates the brigade S2 and air defense battalion S2 on: [AN]
 - (1) Type of aircraft engaged.
 - (a) Location.
 - (b) Time.
 - (2) Type of damage inflicted.

(3) Routes, tactics used by enemy air.

2c11 The MP platoon leader assists the brigade commander to synchronize the battle by communicating brigade MP situation and critical information to other brigade staff sections and external headquarters and makes recommendations to the brigade S3, XO, or commander as necessary about traffic control, handling of EPW, and other assigned missions. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1201/1]

2c12 The Bde SO and section assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1102/4]

- a) Brigade communications situation and critical information to other brigade staff sections and external headquarters.
- b) The brigade communications section communicates with adjacent units and signal battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-1102/4]

- (1) To confirm allocation and locations of signal assets and capabilities.
- (2) To acquire signal equipment to supplement brigade CPs and subordinate units which require special communications equipment.

2c13 The brigade rear CP (S1 and S4 officers and sections), FSB commander, and support operations officer assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A]

- a) Critical Class III, IV, and V supplies status that will affect the current battle.
- b) Brigade CSS staff communicates with brigade staff and brigade units:

- (1) To identify additional requests for support.

- (a) Transportation assets.
- (b) Medical augmentation.
- (c) Maintenance support for vehicles and weapons systems and for recovery of damaged vehicles or return of repaired vehicles.

- (2) To coordinate the transportation of supplies and cargo to brigade units.
- (3) To coordinate routine, emergency, and critical resupply operations (e.g., delivery times, types and quantities of supplies required.)

- (4) For receiving and processing replacements.
- (5) To track evacuation of personnel and casualties.
- (6) To process awards, decorations, promotions, and legal actions.
- (7) For security and protection of CSS units operating forward.

- d) Inform higher headquarters (G4, WSRO officer) when combat personnel or equipment losses reach a point where assistance is needed. [AN]

2c14 The brigade S5 assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-50011/2]

- a) CMO situation and analysis of CCIR, IR, and routine information.
- b) Civilian activity impact on LOC congestion that will affect synchronization.

3. **The brigade commander sees and visualizes the battlefield.** [FM 100-5, p. 1-8]

3d. The brigade commander informs the division commander of the results of his brigade assessment. [AN]

3d1 The brigade commander's projection of the current battle indicates that the division commander's intent cannot be met.

3d2 The brigade must receive additional combat power to achieve the division commander's intent.

3d3 The brigade can accomplish the mission.

OUTCOME 4 ASSESSMENT

OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the armored brigade.	Adequate	Marginal	Not Adequate
(Use Tables 5, 6, 9, and 10)			

Assessment Statements

- The brigade commander determines if the current plan is still valid, requires modification, or must be replaced with a new plan.
- COA selected by brigade commander is suitable:
 - it will satisfy the corps and division commanders' intents.
 - it will accomplish the brigade commander's intent for the brigade's endstate relative to the enemy.
- COA selected by brigade commander is feasible:
 - the brigade will be able to execute the COA within constraints on their time, space, and available resources.
 - the force ratios expected in each battle should favor brigade success.
- COA selected by brigade commander is acceptable:
 - the brigade will be able to execute the COA without unacceptable loss of soldiers or equipment.
 - the brigade will be able to execute the COA with acceptable risk to brigade tactical initiative and freedom of action.
 - COA does not unduly risk personnel, equipment, or mission accomplishment.

OUTCOME 4 DIAGNOSTIC AID

OUTCOME 4: Sound (feasible, suitable, acceptable) decisions are made by brigade commander and others within the armored brigade.

Task Elements

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
- 1d. The brigade commander synchronizes tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; FM 71-123, Chap 3, 4, 5, 6; CGSC ST 22-102, p. 4-10 - 4-12]
- 1d1 The brigade commander synchronizes tactical operations by using the following techniques to employ maneuver and fires at required times or places in order to accomplish the commander's intent and concept of operations.
 - a) Maintaining a current revised estimate of the situation.
3. **The brigade commander sees and visualizes the battlefield.** [FM 100-5, p. 1-8]
- 3a. The brigade commander updates his estimate according to his assessment of new information for purpose of more clearly seeing the battlefield, based on what he has observed and what he has been told. The updated estimate is based on information related to: [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-14 and pp. 22-24; FM 34-130, Chap 1, 2, 4; FM 71-100, Chap 1, 3, App 4]
- 3a1 Friendly situation:
 - a) The present friendly situation based on his personal observation.
 - b) The present friendly situation based upon reports from:
 - (1) Division CG, ADC-M, or G3.
 - (2) TF and other subordinate commanders.
 - (3) Brigade XO and brigade staff officers.
 - (4) Brigade S3, FSCOORD, and ALO.
 - c) The present friendly situation in terms of:

(1) The brigade commander's CCR. [FM 101-5, pp. 4-47/48, 6-8/9]
(2) The brigade commander's need for information based on his visualization of current and future desired endstates.
(3) Anticipated flow of the battle (e.g., changes in battle phasing).
(4) Changes in location of brigade combat power.
(5) The impact of past activities on brigade units, particularly those fighting the close battle.
(6) The current operations of brigade units and their ability to modify or change their plans.
(7) Changes in combat power of brigade units relative to the accomplishment of current and future missions relative to:

- (a) Capabilities, strengths, and weaknesses of subordinate commanders.
- (b) Capabilities, strengths, and weaknesses of subordinate units in terms of:
 - 1 Weapon systems and equipment.
 - 2 Personnel.
 - 2 Supplies.
- (8) Status of brigade reserve.
- (9) Adjacent units.
 - (a) Situation:
 - 1 Locations.
 - 2 Activities
 - 3 Combat power.
 - (b) Intentions and future plans.
- (10) Status of training.

d) Time:

- (1) The amount of time available and the amount of time required for:
 - (a) The brigade and its subordinate units to move or accomplish all assigned tasks.
 - (b) A planned event or required action to occur.
- (2) The amount of time available and the amount of time required to plan and coordinate missions.

3a2 Mission:

- a) The division and corps commanders' intentions and concepts.
- b) The brigade mission, in terms of:
 - (1) Present concept of operation (maneuver and fires).
 - (2) Comparison of the present plan to the current situation.

3a3 Characteristics of the AO:

- a) Weather:
 - (1) Visibility (fog and cloud cover).
 - (2) Light data.
 - (3) Precipitation.
 - (4) Temperature and humidity.
 - (5) Wind speed.
- b) Terrain:
 - (1) The impact on the brigade units, the enemy's ability to maneuver, and the capability to apply combat power relating to the brigade mission.
 - (2) The effects of terrain in relation to:
 - (a) Observation and fire.
 - (b) Enemy and friendly obstacles.
 - (c) Obscurants (smoke, etc.).
 - (d) Electromagnetic measures.
- c) Other pertinent factors:
 - (1) Safety and accident prevention.
 - (2) Civilian infrastructures that affect brigade operations, such as communications, or transportation systems, noncombatant locations, or activity.

3a4 Enemy situation:

- a) Dispositions.
- b) Composition.
- c) Strength, to include committed forces, reinforcements, artillery, air, EW, air defense, anti-tank, and NBC.
- d) Capabilities.
- e) Recent and present activities.
- f) Peculiarities and weaknesses.
- g) Enemy capabilities, apparent intentions, and possible COAs.

3a5 Combat power relevant to the enemy:

- a) Maneuver units.

- b) Supporting fires.
 - c) Leadership.
- 3b. The brigade commander projects current battle endstates now necessary to achieve his intent based on his evaluation of the current plan and brigade situation by considering factors associated with each BOS: [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1, 2, App C]
 - 3b1 Intelligence:
 - a) Disposition of enemy forces, to include follow-on, reserve, or uncommitted forces.
 - b) Composition and combat strength of enemy forces.
 - c) “Will to fight” of enemy forces.
 - d) Enemy’s capabilities and possible COAs.
 - e) Enemy’s capability to continue operations at the conclusion of the current battle.
 - f) Enemy’s limitations and exploitable weaknesses.
 - g) Terrain conditions and considerations.
 - h) Weather conditions.
 - i) Capability of brigade reconnaissance elements to provide continuous R&S for the force.
 - j) Availability, position, and mission of brigade, division or higher headquarters intelligence collection assets.
 - 3b2 Maneuver:
 - a) Combat strength of the brigade’s maneuver forces.
 - b) Location of brigade maneuver forces including follow-on, reserve, or uncommitted units.
 - c) The terrain responsibility and orientation of subordinate units.
 - d) Brigade task organization.
 - e) Force ratios and combat power in comparison to the enemy.
 - f) Capabilities of division elements and adjacent units.
 - 3b3 Command and control:
 - a) Status of unit morale, cohesion, and capability to continue operations.
 - b) Status and effectiveness of the brigade command, control, and communications (C3) system.
 - c) Status of brigade command and control (C2) capability to achieve and maintain initiative, agility, flexibility, and depth.
 - d) Status of synchronization and “progress” of current battle.

- e) Adequacy of CCIR.

3b4 Fire support:

- a) Strength, availability, and positions of all fire support assets:
 - (1) Artillery.
 - (2) Mortars.
 - (3) CAS, TACP.
 - (4) EW.
 - (5) NSFs.
 - (6) FIST, FSO, COLTs, SALTs.
 - (7) Radars.
- b) FS units' capabilities to support brigade operations.
 - c) Priorities.

3b5 Air defense:

- a) Brigade friendly air status.
- b) Enemy air threat.
- c) Strength, availability, and position of AD assets.
- d) Status of the air defense C2 system.
- e) Status of early warning system.
- f) Priorities.

3b6 Mobility/countermobility/survivability:

- a) Engineer assets and classes (CL) IV/V supplies available to support M/CM/S operations.
- b) Task organization of engineer assets as compared to maneuver units.
- c) Engineer unit capabilities, positions, and missions.
- d) Location and status of task force organic M/CM/S equipment.
- e) Capability and disposition of supporting NBC reconnaissance, smoke and decontamination units.

3b7 Combat service support:

- a) Operational capability of the subordinate units' CSS system.
- b) Availability of all classes of supply.

- c) Operational and support capability of the FSB.
- d) Capability of the medical support system.

3c. The brigade commander anticipates requirements and actions based on his projection of the outcome of the current battle. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, Chap 2, 4]

- 3c1 The brigade commander bases anticipated future requirements and actions on:
 - a) The brigade on order or be prepared mission(s).
 - b) His understanding of the higher commander's intent.
 - c) His projection of the outcome of the current battle.
 - d) His assessment of what the enemy will do at the end of the current battle.
 - e) His assessment of risk.
 - f) Subordinate units' capabilities.
 - g) Existing brigade contingency plans or war-gamed branches and sequels to the current operation.
- 3c2 The brigade commander develops information to assist him in determining future requirements and actions by:
 - a) Communicating with his higher headquarters to ensure that he knows and understands future division plans.
 - b) Soliciting input from the senior leadership within the brigade, e.g., brigade XO and S3, subordinate TF, and battalion commanders.
- 3c3 The brigade commander defines requirements and actions based on BOS factors:
 - a) Intelligence BOS:
 - (1) Adjustments necessary to the PIR.
 - (2) Additional intelligence collection assets needed.
 - (3) Mission changes required for intelligence collection assets.
 - b) Maneuver BOS:
 - (1) Missions appropriate for all maneuver forces.
 - (2) Repositioning or reorientation required for maneuver units at the end of the current battle.
 - (3) Mission changes required for the brigade maneuver reserve.
 - (4) Direction or guidance given to subordinate commanders to reduce ambiguity for future operations.
 - (5) Changes necessary in the maneuver scheme to shape the current battle so as to be better postured for the on order mission.

(6) Impact of adjacent unit dispositions, strength, activities, capabilities, and missions on projected brigade operations.

(7) Additional maneuver combat power required.

c) Fire support BOS:

- (1) Changes required to the fire support priorities and plan.
- (2) Additional fire support assets needed.
- (3) Requirements to reposition fire support assets.
- (4) Adjacent units' capabilities to support.
- (5) Retargeting of HPT.

d) Command and control BOS:

- (1) Required adjustments in brigade C2.
- (2) Additional communications capability required.
- (3) Impact of time on future actions.
- (4) Adjustments necessary to C2 graphics.
- (5) Adjustments necessary to the DST and other operational matrices.
- (6) Redefined CCIR.
- (7) Redefined risk assessment.

e) Air defense BOS:

- (1) Adjustments to the AD priorities.
- (2) Repositioning requirements for AD assets.
- (3) Additional AD assets needed.

f) Mobility and survivability BOS:

- (1) Additional M/CM/S assets required.
- (2) Adjustments to the mobility tasks required.
- (3) Counter mobility tasks required.
- (4) Survivability tasks required.
- (5) MOPP status.
- (6) Decontamination requirement.
- (7) Force protection requirements.

g) Combat service support BOS:

- (1) Additional CSS units required.
- (2) Adjustments necessary in the positioning of logistics support units and nodes.
- (3) Additional supplies by class of supply required.

- (4) Additional personnel needed by MOS.
- (5) Additional equipment, vehicles, and weapons systems required.

3e. The brigade commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]

- 3e1 The brigade commander uses his staff to test the validity of his ideas. [LL-CALL Newsletter, No 90-8, p. 24]
- 3e2 The brigade commander decides the current plan will achieve his intent and the brigade mission and continues to direct brigade battle execution. [FM 101-5, p. 4-48]
- 3e3 The brigade commander decides the plan must be modified. [FM 101-5, p. 4-48]
 - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4.b.11 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
 - (1) Whether COAs previously developed can be modified and developed as the new plan.
 - (2) Time available to develop, coordinate, and implement a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
 - (4) The brigade staff's ability to continue to monitor and direct current brigade activities while meeting new planning requirements.
 - (5) Whether the FS assets can support the COA considered.
 - (6) Reevaluating the present brigade M/CM/S situation and determining what can be done to support the COA considered.
 - (7) CSS units' capabilities to support the brigade.
 - (8) Whether the brigade can be supported by available AD assets.
 - (9) Preplanned CAS availability and JAAT requirements for the contemplated modification.
 - (10) Whether a new DST and FSEM can be developed to incorporate the modification.
 - (11) Whether the brigade's communication system can support the modified brigade COA.
 - (12) Time required to plan and prepare for new mission based on current mission timelines and staff's abilities.
 - (13) Ability of the brigade to respond to the new situation based on current tactical posture and situation.
 - (a) Maneuver forces available to respond without impacting brigade ability to perform the current mission.
 - (b) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.

(14) Whether staff has time to plan and coordinate new missions.

(15) Impact of diverting key staff members from synchronizing the current mission to planning for a new mission.

b) The brigade commander determines how to modify the military decision-making process (MDMP) based on complexity, potential probable confusion on the battlefield, and time available. [FM 101-5, Chap 4]

(1) The brigade commander determines staff availability, the magnitude of change to the plan, and the amount of time available before execution.

(2) The brigade commander decides where to conduct the decision-making process (DMP) and actions required to produce and disseminate the FRAGO.

4. **The brigade commander directs changes to the operation or plan.** [FM 71-123, pp. 1-38; FM 101-5, pp. 1-4 - 1-15]

4b. The brigade commander employs the MDMP in a time-constrained environment. (Time available may be as brief as seconds or minutes.) [FM 71-3, App I; FM 101-5, pp. 4-41 - 4-60]

4b1 When planning changes to current orders or planning for a new mission during the execution phase of the current battle, the brigade commander must:

a) Consider use of existing decision products and synchronization tools in use during the current mission as reference points from which modifications are made. Products and tools include:

(1) Weather analysis.

(2) Terrain analysis.

(3) Enemy order of battle and updated IPB products.

(4) Current revised staff estimates.

(a) Brigade capabilities.

(b) Constraints.

(5) PIR, EEFI, and FFIR requested by the commander.

(6) Decision support tools (e.g., DST).

(7) Synchronization and execution tools (e.g., FSEM, OPSCHEDS, checklists).

b) The brigade commander and staff must simultaneously monitor, plan, and direct all aspects of brigade operations (e.g., execution of the current mission; development of changes to the current plan).

c) Anticipate the outcome of the current fight and begin considering future requirements and actions.

d) Recognize similarities and/or differences between the initial plan and new requirements.

e) Assess friendly force posture, enemy probable actions and postures, and battlespace.

- f) Modify existing branches and sequels to meet new requirements.
- g) Future requirements for deep, close, and rear battle areas.
- h) Key leader and staff availability and location.
- i) The amount of time available for planning and rehearsal.
- j) Extent of reconnaissance effort necessary to obtain critical information.

4b2 The brigade commander conducts a quick mission analysis by:

- a) Analyzing the division and corps commanders' intents.
- b) Determining the brigade's stated mission and required endstate to accomplish that mission.
- c) Comparing the desired endstate for the brigade to the enemy situation.
- d) Deciding whether the brigade has the assets and resources to execute the new mission.
- e) Identifying time critical tasks (shifting units, resupply, and requesting additional resources).
- f) Conducting a map reconnaissance or if possible a brief physical reconnaissance (by air).
- g) Establishing a time schedule using backward planning.
- h) Deciding the brigade task organization.

4b3 The brigade commander completes an update of his estimate.

- a) Mission:
 - (1) Identifies specified and implied tasks which his brigade must accomplish.
 - (2) Appraises whether the who, what, where, when, and why of the "new" brigade plan support the corps and division commanders' intents.
- b) Enemy:
 - (1) Determines the enemy's strength, location, disposition, activity, equipment, capability, and intentions.
 - (2) Identifies which limited number of enemy COA the brigade must defeat.
- c) Terrain and weather: information on observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA), vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.
- d) Troops: the commander determines the status of the brigade's and TFs' combat power in terms of capability relative to the mission by considering:
 - (1) Capabilities, strengths, and weaknesses of subordinate commanders and units.
 - (2) Weapon systems and equipment.
 - (3) Disposition.
 - (4) Supplies.

(5) Troop rest and morale.

e) Time: the commander determines the time available for planning, preparing, and executing the operation for both enemy and friendly forces.

4b4 The brigade commander quickly develops a revised concept and/or COA which is based on:

- a) His mission analysis.
- b) His updated commanders analysis.
- c) BOS specific information from selected staff members.
- d) Information available in products developed during the initial mission DMP.

4b5 The brigade commander describes his revised concept and COA to his staff. [FM 101-5, pp. 4-48, 4-49]

- a) The commander develops and explicitly expresses:
 - (1) Brigade commander's intent and desired endstate.
 - (2) Concept of operations.
 - (a) Major components of maneuver.
 - (b) Integration of combat multipliers.
 - (c) Critical points and center of gravity.
 - (d) Sketch of the initial concept of the operation. [LL-CALL Newsletter No. 93-3, p. 9]
- (3) Enemy COA(s) to be considered.
- (4) CCIR.
- (5) Limitations.
- (6) Risks.

b) If time is available, the brigade staff:

- (1) Develops details on COA provided by the commander.
- (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.

4b6 The brigade commander performs a brief, but comprehensive, analysis of selected COA. The commander performs the analysis by himself or with staff assistance. [FM 71-3, App I; FM 101-5, pp. 4-51]

- a) Suitability factors:
 - (1) New concept accomplishes the brigade mission.
 - (2) New concept meets the division and corps commanders' intents.
 - (3) The plan accomplishes his intent for the brigade's endstate relative to the intended endstate for the enemy.

(4) The brigade can maintain the initiative by forcing the enemy to react to the new brigade COA.

b) Feasibility factors:

- (1) There is time available to execute the plan(s) as designed.
 - (a) Duration of events.
 - (b) Time and distance factors for maneuver and fires.
- (2) There is sufficient ground and air space to accomplish the plan(s) as designed.
 - (a) Roads and terrain support the plan.
 - (b) Depth of action.
- (3) The brigade has the means to execute the plan(s) as designed.
 - (a) Brigade combat power versus the enemy (force ratios).
 - (b) Special equipment and personnel to accomplish the mission (e.g., bridging equipment, mine clearing, Army aviation, CAS).
 - (4) Impact on on-going actions.
 - (5) Impact on subordinate units and combat multipliers.
 - (6) Requirements to alter task organization.
- c) Acceptability: can be conducted within acceptable costs/risks.

4b7 The brigade commander quickly compares COA (if more than one).

4b8 The brigade commander selects a COA and:

- a) Announces his decision to key brigade staff members.
- b) Ensures that he or a staff member documents the selected COA for use in preparing and issuing orders.

4b9 The brigade commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.

- a) Brigade units have not been tasked beyond their capabilities.
- b) Procedural and positive risk-reduction control measures have been implemented, for example:
 - (1) Situation is understood by brigade members.
 - (2) Procedures governing destruction or engagement of targets are clear.
 - (3) Target identification and responsibilities are clear.
 - (4) SOPs are consistent with doctrine and are adhered to.

- (5) Control measures are flexible enough to not interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.
- (6) Doctrinally correct terminology is applied to all control measures (e.g., fire support coordination lines [FSCLs], and restrictive fire lines [RFLs]).
- (7) ROE are clear.

OUTCOME 5 ASSESSMENT

OUTCOME 5: Affected units and personnel receive relevant changes and refinements to the plan in time to conduct troop leading procedures and required actions. (Use Tables 1, 2, 3, 7, 8, 9, and 10)	Adequate	Marginal	Not Adequate
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Assessment Statements

- Affected units and personnel (higher, adjacent, subordinate) receive WARNOS, FRAGOs, and updated plans and directives in time to permit them to execute the required action in a timely fashion, preceded by such troop leading procedures as are needed.
- FRAGO is issued in time to permit competent subordinate units to accomplish the required actions.
- Subordinate units are capable of accomplishing their required actions in time to meet the brigade commander's intent, if the decision making process has left them a doctrinally appropriate amount time.

OUTCOME 5 DIAGNOSTIC AID

OUTCOME 5: Affected units and personnel receive relevant changes and refinements to the plan in time to conduct troop leading procedures and required actions.

Observers with the affected units will have to judge whether:

- 1) the decision making and orders issuing processes took too long, leaving the units with insufficient time, or
- 2) the units were given sufficient time, but were not able to execute their tasks within that time.

Task Elements

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
 - 1a. The brigade commander directs subordinate forces. [FM 71-3, p. 3-4; FM 101-5, pp. 1-4 - 1-5]
 - 1a1 The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32]
 - a) Meeting with subordinate commanders and leaders to receive information and issue directions. [FM 101-5, pp. 4-53, 4-59 - 4-60]
 - b) Listening to cross-talk on brigade command nets.
 - c) Evaluating reports from subordinates for understanding of his intent, concept of operations, and their missions.
 - d) Confirmation briefs and backbriefs by subordinate commanders. [AN]
 - e) Rehearsals. [AN]
 - 1a2 The brigade commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 71-3, pp. 3-2 - 3-4; FM 101-5, Chap 1, 2, 3; FM 7-20; Battle Command Techniques and Procedures, Chap 2, 3, 4; CGSC ST 22-102, pp. 4-14 - 4-15]
 - a) Ensures that people and equipment needed for him to move about the battlefield are organized and prepared to move on short notice.
 - b) Selects positions that enable communications with:

(1) Division commander and ADC-M.
 (2) Brigade subordinate commanders.
 (3) Main CP.
 (4) Adjacent units (main CP may be given this task).

c) Selects positions that provide protection for the brigade commander and the TAC CP against direct and indirect fires.
 d) Selects positions that minimize chance that he will become decisively engaged and lose freedom of movement.
 e) Selects locations at decisive points in the battle using as criteria:

- (1) Proximity to the main effort.
- (2) Event or location where the brigade can exploit enemy weaknesses.
- (3) Proximity to places that he anticipates his personal intervention, at a precise time, will be necessary to synchronize maneuver and/or indirect fires or other elements of combat power.
- (4) Capability to command through the depth of the battlefield (close, deep, and rear battles).
- (5) Capability to see the battlefield and enhance overall visualization of the battle.
- (6) Non-interference with the exercise of initiative, judgment, and efforts of subordinates.
- (7) Enhance capability to conduct necessary face-to-face coordination and guidance in the operational area.
- (8) Enhance the capability for redundant C2 in high risk situations.
- (9) Non-interference of brigade command, control, communications, and intelligence (C3I) activities of the brigade CSM, S3, or other key leaders.

1a3 The brigade commander directs the execution of the battle: [FM 71-3, Chap 3, 4, 5, FM 101-5, Chap 1, 4, App D, E; Battle Command Techniques and Procedures, Chap 3, 4; Battle Command, pp. 10-16, 32-37; FM 71-123, Chap 3, 4, 5, 6]

a) Allows plan to be executed unless there is significant change to METT-T.

b) Issues timely FRAGOs (refer to Task 4) to:

- (1) Modify operations order (OPORD) or create new OPORD.
- (2) Change priorities:
 - (a) Main effort.
 - (b) Fire support.
 - (c) CSS.
 - (d) ADA support.
 - (e) Engineer support.
- (3) Commit reserve.
- (4) Reorganize task forces.

- c) Intervenes personally if required to:
 - (1) Direct maneuver.
 - (2) Coordinate fires with the FSCOORD or brigade targeting team.
 - (3) Diverts, in coordination with the brigade targeting team, CAS from a prepanned target to a more critical target.
 - (4) Requests additional resources and assets from division.
 - (5) Provides guidance as appropriate to commanders and to brigade staff.
 - (6) Ensures continuous mutual support among units.
 - (7) Ensures continuity of command throughout the brigade.

- 3. **The brigade commander sees and visualizes the battlefield.** [FM 100-5, p. 1-8]

- 3e. The brigade commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]

- 3e2 The brigade commander decides the current plan will achieve his intent and the brigade mission and continues to direct brigade battle execution. [FM 101-5, p. 4-48]

- 3e3 The brigade commander decides the plan must be modified. [FM 101-5, p. 4-48]
 - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4.b.11 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
 - (1) Whether COAs previously developed can be modified and developed as the new plan.
 - (2) Time available to develop, coordinate, and implement a new plan.
 - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
 - (13) Ability of the brigade to respond to the new situation based on current tactical posture and situation.
 - (a) Maneuver forces available to respond without impacting brigade ability to perform the current mission.
 - (b) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
 - (14) Whether staff has time to plan and coordinate new missions.
 - (15) Impact of diverting key staff members from synchronizing the current mission to planning for a new mission.
 - b) The brigade commander determines how to modify the MDMR based on complexity, potential probable confusion on the battlefield, and time available. [FM 101-5, Chap 4]

- (1) The brigade commander determines staff availability, the magnitude of change to the plan, and the amount of time available before execution.
 - (2) The brigade commander decides where to conduct the DMP and actions required to produce and disseminate the FRAGO.
4. **The brigade commander directs changes to the operation or plan.** [FM 71-123, pp. 1-38; FM 101-5, pp. 1-4 - 1-15]
 - 4a. The brigade commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p. 4-55; LL-CALL Newsletter No. 93-3, p. 3]
 - 4a1 The enemy situation and events.
 - 4a2 The corps and/or division mission(s).
 - 4a3 The corps and/or division commander's(s') intent(s).
 - 4a4 The earliest time of movement or degree of notice the commander can provide to the main body.
 - 4a5 Orders for repositioning units, preliminary direct action against the enemy (e.g., fires, reconnaissance, surveillance, and observation).
 - 4a6 Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
 - 4a7 The rendezvous point or time for assembly of an orders group; whether commanders or representatives are to attend; and time needed for issuing written orders.
 - 4b. The brigade commander employs the MDMP in a time-constrained environment. (Time available may be as brief as seconds or minutes.) [FM 71-3, App I; FM 101-5, pp. 4-41 - 4-60]
 - 4b2 The brigade commander conducts a quick mission analysis.
 - 4b3 The brigade commander completes an update of his estimate.

e) Time: the commander determines the time available for planning, preparing, and executing the operation for both enemy and friendly forces.

4b11 The brigade commander prepares or directs preparation of a FRAGO. [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]

- a) The brigade commander, during battle execution, may prepare the FRAGO himself.
 - (1) The FRAGO must be documented by the main CP so that the staff can conduct necessary coordination and integration activities, and for recording the FRAGO in the brigade operations journal/log.
 - (2) The brigade staff members collocated with the brigade commander, (e.g., at the TAC CP) may assist in FRAGO preparation.
- b) The brigade commander may direct the FRAGO be prepared by the brigade staff.
 - (1) The brigade XO manages and supervises internal and external coordination by the staff to prepare a synchronized FRAGO. [ARTEP 71-3 MTP, Task 71-3-0001]
 - (2) The brigade XO directs the brigade staff backbriefs to the brigade commander based on his guidance and: [LL-CALL Newsletter No 93-3, p. 9]
 - (a) The brigade XO develops a preparation timeline. [LL-CALL Newsletter No. 93-3, p. 12]
 - (b) The brigade XO refines the timeline by listing tasks to be accomplished during preparation and the person responsible to complete the task. [LL-CALL Newsletter No. 93-3, p. 12]
 - (c) The brigade XO ensures that the brigade staff uses the timeline to track the progression of preparation. [LL-CALL Newsletter No. 93-3, p. 12]
 - (d) The brigade S3 section organizes reproduction by centralizing collection of the portions of the order and its production. [LL-CALL Newsletter No. 93-3, p. 27]
 - (e) The brigade XO selects an area to reproduce the order that will not interfere with the staff's work. [LL-CALL Newsletter No. 93-3, p. 27]
 - (f) The brigade S3 section uses a mimeograph or a photocopier to speed reproduction of order text. [LL-CALL Newsletter No. 93-3, p. 27]
 - (g) The brigade S3 section uses a photocopier to reproduce graphics. [LL-CALL Newsletter No. 93-3, p. 27]

(4) The brigade XO directs the brigade staff in preparing FRAGOs reflecting changes to the current plan for the brigade commander's approval. FRAGO preparations include: [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]

- (a) Graphics and control measures for the operation.
- (b) DST and synchronization matrix.
- (c) Fire support plan, FSEM, FSCM, AGM, and quick fire plan.
- (d) Communications plan.
- (e) CSS plan with support matrix.

4b12 The brigade commander approves and directs issuance of the FRAGO. [FM 101-5, p. 4-49, 4-59 - 4-60; App H; ARTEP 71-3 MTP, Task 71-3-3010]

- a) The brigade commander will normally, in the execution phase, approve and issue the FRAGO from the TAC CP (personally or by the S3).
 - (1) Oral.
 - (2) Other.
- b) If the FRAGO has been prepared by the staff at the main CP, the brigade commander may direct the brigade XO to approve and issue the FRAGO.
- c) Mandatory elements of the FRAGO are:
 - (1) 1. Situation. (Include any changes to the existing order.)
 - (2) 2. Mission. (List the new mission.)
 - (3) 3. Execution:
 - (a) Intent:
 - (b) a. Concept of operations.
 - (c) b. Tasks to subordinate units.
 - (d) c. Coordinating instructions. (Include the statement, "The current overlay remains in effect" or, "See change one to Annex C, Operations Overlay.") (Mark any changes to control measures on the overlay.)
(As time permits, issue a new overlay.)
- (4) 4. Service support. (Include any changes to existing order or the statement, "no change to OPORD xx.")
- (5) 5. Command and signal. (Include any changes to existing order or the statement, "no change to OPORD xx.")

4b13 As soon as possible, and as needed, appropriate supporting plans and decisions are developed and distributed, including:

- a) DST and synchronization matrix.

- b) Fire support plan, FSEM, FSCM.
- 4c. The brigade XO directs the brigade staff as it coordinates internally and with higher, adjacent, and supporting elements to coordinate the FRAGO. [FM 101-5, App B]
- 4c1 The brigade XO directs the brigade staff to inform brigade elements of outdated/preempted orders, execution products and annexes containing information that has been superseded by the current FRAGO.
- 4c2 The brigade XO, at the main CP, analyzes the current FRAGO in light of current division, adjacent, and supporting unit OPORDs to preclude conflict.
- 4c3 The brigade XO ensures that the brigade staff understands how the commander wants to synchronize the battle; staff members perform necessary coordination. (See brigade BF 20, Task 2. a, b and c; Task 4. b. 11) b) (1) and (2)).
- 4c4 The brigade XO directs LNOs to communicate the FRAGO and the brigade commander's intent to their respective headquarters.
- 4d. The brigade XO supervises the staff actions necessary to assist the brigade commander to synchronize the current battle. (See brigade BF 20, Task 2. a, b and c).

OUTCOME 6 ASSESSMENT

OUTCOME 6: The brigade staff ensures that the brigade commander's guidance and orders are executed and that all relevant actions are coordinated with higher, adjacent, and subordinate headquarters.	Adequate	Marginal	Not Adequate
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(Use Tables 1, 2, 8, 9, and 10)

Assessment Statements

- Staff ensures that execution by subordinate units supports the commander's intent.
- Staff ensures that all relevant actions are coordinated with higher, adjacent, and subordinate headquarters.

OUTCOME 6 DIAGNOSTIC AID

OUTCOME 6: The brigade staff insures that the brigade commander's guidance and orders are executed and that all relevant actions are coordinated with higher, adjacent, and subordinate headquarters.

Task Elements

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
- 1d. The brigade commander synchronizes tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45; Battle Command Techniques and Procedures, Chap 2, 4; FM 71-123, Chap 3, 4, 5, 6; CGSC ST 22-102, p. 4-10 - 4-12]
 - 1d2 The brigade commander, assisted by the brigade staff, integrates and coordinates combat power, considering factors associated with each battlefield operating system; factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]
 - a) Maneuver: [Battle Command Techniques and Procedures, Chap 3; FM 71-3, Chap 4, 5, 6; FM 71-123, Chap 2, 3, 4, 5, 6, App A]
 - (1) Movement:
 - (a) Brigade movements are conducted in accordance with the order (e.g., checkpoints are met on time) so that units are on time and at the right place to achieve intended results.
 - (b) Units are required to maintain orientation, security, and mutual support.
 - (2) Maneuver:
 - (a) Depth is achieved by the disposition of forces, obstacles, and fires.
 - (b) The battlefield is shaped to mass fires on the enemy.
 - (c) Agility is achieved by the rapid shifting of combat power to a place where it can be most effectively employed against the enemy force.
 - (d) Initiative is achieved by forcing the enemy into a continuous reactive state.
 - (e) Synchronization is achieved by integrating and massing friendly combat power at the right place and time to achieve the intended purpose.
 - (f) With the brigade S2 and brigade S3, reviews the DST to ensure that decisions can be made in a timely manner.

- (g) Brigade reserve is committed as necessary to gain/retain initiative and accomplish commander's intent.
- (h) Commitment of attack helicopter assists is synchronized with fire support and maneuver to achieve brigade commander's intent.

b) Fire support: [FM 6-20; Battle Command Techniques and Procedures, Chap 6; FM 6-71; FM 71-123, Chap 2, 3, 4, 5, 6]

- (1) Manages, in conjunction with the brigade FSCOORD, execution of fire support by exception.
- (2) Monitors, in conjunction with the brigade FSCOORD, fire support, ensuring that it is executed according to plan and that it achieves the desired results.
- (3) In conjunction with brigade ALO, directs diversion of immediate CAS attack based on requirements to influence the current battle.
- (4) Exercises overall control of fire support through FRAGOs to change priorities and missions/tasks for supporting fire support systems.
- (5) As required, orders massing and shifting of fires to support the brigade's maneuver.
- (6) Monitors, in conjunction with the brigade FSCOORD, repositioning of DS FA battalion elements and determines alternative means to compensate for unavailable means of fire support.
- (7) Monitors BDA to appraise results of the fire support plan in terms of achieving the desired effects.
- (8) Determines deep attack requirements.
- (9) Monitors establishment and implementation of ACAs.
- (10) Monitors SEAD in support of operations.

2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]

2a. The brigade CPs acquire information. [TRADOC Pam 11-9, Chap 7, App D; FM 71-3, Chap 2; FM 34-130, Chap 2; FM 101-5, p. 3-84, Chap 4, 6, App A, C; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2a1 The brigade staff members, operating out of CPs, directed by the brigade commander or brigade SOP, obtain information during the execution of the battle that: [FM 101-5, p. 3-84]

- a) Is critical in assisting the brigade commander to synchronize the execution of the brigade battle. [FM 101-5, pp. 6-33, 6-34]

2b. The brigade CPs and staff sections evaluate acquired information, update products, and maintain status. [FM 63-20, Chap 3, 6; FM 101-5, Chap 6]

2b16 The brigade CPs maintain status. [FM 71-3, pp. 3-20 - 3-25]

b) The brigade XO ensures that the main CP maintains status and information including: [FM 71-3, pp. 3-20 - 3-25]

- (1) Current operations and intelligence map.
 - (a) Operations overlay (brigade, higher, and adjacent units).
 - (b) Intelligence overlay.
 - (c) SIT TEMP overlay.
 - (d) Event template.
 - (e) MCOO.
 - (f) NBC overlay.
 - (g) CSS overlay.
 - (h) Terrain management status.
- (2) CSS overlays and information per brigade SOP.
 - (3) Intelligence information from division and higher headquarters.
 - (4) Disposition of collection assets.
 - (5) Information on external units conducting R&S and security operations to prevent fratricide.
 - (6) Disposition and status of patrols and other R&S and security forces.
 - (7) Status of operations so as to ensure compliance with stated mission timelines.
 - (8) Current and projected combat power status of subordinate units (e.g., green-amber-red).
 - (9) Status on task organization (into the brigade, within the brigade, and detachments out of the brigade).
 - (a) R&S and security forces.
 - (b) TFs.
 - (c) Fire support systems.
 - (d) Engineer assets.
 - (e) GSR and other radar systems.
 - (f) ADA assets.
 - (10) Obstacle and survivability position construction and progress as compared to timelines.
 - (11) Utilization of engineer assets and materials as compared to timelines.
 - (12) Decision support tools (e.g., DST).
 - (13) Plans map (with overlays for future operations).
 - (14) Synchronization and execution tools (e.g., FSEM, OPSCHEDS, checklists).
 - (15) Journals/logs.

(16) Status of key communications links to include retransmission capability.

2c. The brigade CPs and staff communicate information necessary to conduct a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3, 8, App H; FM 71-123, Chap 1; FM 101-5, Chap 5, 6, App A, B, L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]

2c1 All CPs and staff members disseminate information. [FM 71-3, pp. 3-20 - 3-25]

- a) Timely recommendations to the commander on critical synchronization actions.
- b) Critical information needed to:
 - (1) Coordinate brigade synchronization.
 - (2) Monitor the situation.
 - (3) Keep higher and adjacent headquarters informed.
 - (4) Influence their areas of responsibility.
- c) All staff officers remain alert for and ensure that critical information they receive is passed as soon as it is received to other staff officers who require the information.

2c2 The brigade S2 and S2 section assist the brigade commander to synchronize the battle by communicating the enemy's situation, evaluations of enemy capabilities, BDA, and analyses of PIR, IR, and routine information.

2c3 The brigade S3 in the TAC CP and S3 section assist the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Tasks 71-3-3003/2, 3; LL-CALL Bulletin No. 95-4, Chap 1]

- a) Updated products, e.g.:
 - (1) WARNOS/FRAGOS.
 - (2) Coordinating instructions.
 - (3) Reports of the brigade situation.
 - (4) Evaluations of brigade status.
 - (5) DST information.
 - (6) Synchronization/execution matrix.
- b) Information regarding requirements for use of terrain in the brigade area that will impact on current operations.
- c) Information to adjacent units to coordinate: [ARTEP 71-3 MTP, Task 71-3-3003/3c]
 - (1) Zones of attack or axes of advance, objectives, bypass criteria, and actions on contact.
 - (2) Battle handover location, criteria, and time or event at which handover is complete.

(3) Checkpoints, coordination points, phase lines, and contact points.

(4) Direct and indirect fire plans, control measures, and restrictive fire lines.

d) Mission information from other staff members (internal and external) which impacts on the concept of operation and synchronization of combat power.

(1) Disposition and location of brigade combat power.

(2) Brigade activities.

(3) Brigade capabilities.

(4) Status of personnel and equipment.

(5) Intentions of the brigade.

(6) Unit boundaries.

(7) Current situation.

e) Information on future operations.

f) Significant changes to enemy situation.

g) Answers to CCIR.

h) Recommendations to the brigade S3 (from S3 section), XO, or commander concerning shifts of main effort and synchronization of combat power.

2c4 The brigade CMLO and NBC section assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 3-117-40 MTP, Tasks 3-4-0007; 0009; 0016]

a) The brigade NBC situation and analysis of CCR, IR, and critical information.

b) The brigade CMLO coordinates with the division CMLO and supporting decontamination units to confirm and organize deliberate decontamination plans and preparations. [ARTEP 3-117-40 MTP, Task 3-4-0005]

c) Recommendations to the brigade S3, XO, or commander concerning critical NBC related actions.

2c5 The ABE section assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-8005/2]

a) The brigade engineer situation, analysis of CCR, IR, and critical information to other brigade staff sections and external headquarters/staff officers.

b) Current status of M/CM/S operations. [ARTEP 71-3 MTP, Task 71-3-8005/1]

(1) Mobility operations. [ARTEP 71-3 MTP, Task 71-3-8005/1]

(a) Sufficient engineer obstacle (natural and man-made) breaching equipment has been allocated to and coordinated with maneuver forces to ensure maintaining brigade momentum.

- (b) Smoke and suppressive fires have been planned at critical breaching sites.
- (c) MSRs and ASRs can be maintained allowing the brigade to sustain combat operations.
- (2) Counter mobility operations: [ARTEP 71-3 MTP, Task 71-3-8002/2]
 - (a) Obstacles support the brigade scheme of maneuver and subordinate unit tactical plans, reinforce engagement areas, and are tied in to other obstacles and terrain.
 - (b) All obstacles are covered by observation, direct fires, and indirect fires.
 - (c) Control measures are established.
 - (d) Existing obstacle locations and types are recorded, including lanes and passage points.
 - (e) Obstacle security is maintained by the unit responsible for the obstacle.
 - (f) Obstacles will not conflict or inhibit future mobility requirements for brigade operations. [AN]
 - (g) Criteria for FASCAM employment is accurate and understood.
- (3) Current status of types and locations of required survivability positions: [ARTEP 71-3 MTP, Task 71-3-8002]
 - (a) Position construction is based on priority (including positions for security force units).
 - (b) Locations are jointly sited by:
 - 1 Maneuver commanders (responsible for site selection).
 - 2 Engineer leader (responsible for providing equipment, material, expertise, and for preparation to standard of vehicle positions).
- c) The ABE section coordinates with brigade units, TF engineers, and engineer battalion (as applicable) to ensure that M/CM/S operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8005/1]
- d) The brigade engineer section communicates with adjacent units and the assistant division engineer. [ARTEP 71-3 MTP, Task 71-3-8005/1]
 - (1) To exchange information on obstacle status, type, and location.
 - (2) To ensure that division-directed obstacle requirements are satisfied.
 - (3) To exchange information on mobility plans (brigade, division).
- e) Recommendations to the brigade S3, XO or commander concerning critical mobility, countermobility, and survivability actions.

2c6 The AVL O assists the brigade commander to synchronize the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100 MTP, Tasks 01-4-1311, 1322]

- a) The Army aviation situation to other brigade staff sections and external headquarters/staff officers.
- b) Time on station for attack helicopters for specific missions.
- c) Recommendations to the brigade S3, XO, or commander concerning employment of Army aviation assets.

2c7 The brigade FSCOORD, FSO, targeting officer, FSE, and NGLO assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3; FM 71-3, pp. 7-13 - 7-14; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]

- a) Brigade fire support situation and analysis of CCIR, IR, and routine information.
- b) Brigade FSO and FSE section communicate with adjacent and higher FSEs and DS FA battalion headquarters (and NGLO communicates with DS and GS NSF ships) to: [ARTEP 71-3 MTP, Task 71-3-9002/2]
 - (1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.
 - (2) Ensure that fire support information and products (target lists, FSEM, CAS requests, and ATO) are exchanged and refined.
- c) The brigade FSO and FSE section communicate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
 - (1) Control measures delineating mutual boundaries.
 - (a) Directed by division.
 - (b) Internal boundaries (TFs, scouts, security forces).
 - (2) Air space control measures.
 - (3) FSCMs.
 - (4) Signals and conditions under which restrictive measures will be emplaced or lifted.
 - (5) Locations.
- d) Intelligence information received through artillery or naval channels.
- e) The targeting team communicates results of attacks on targets, assessments of results, and recommendations of changes to the fire support plan and attack means.
- f) Recommendations to the brigade S3, XO, or commander concerning critical fire support matters.

2c8 The ALO, Marine air officer, and brigade TACP assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A]

- a) CAS situation and routine information to other brigade staff sections and external headquarters/staff officers.
- b) Time on station for CAS sorties in support of specific targets.
- c) Intelligence information received through air operations channels.
- d) Recommendations to the brigade S3, XO or commander concerning CAS employment.

2c9 The Marine air officer and NGLO assist the brigade commander to synchronize the battle by communicating naval air and NSF situation to brigade staff sections and external (to include maritime) headquarters/staff officers and make recommendations to the brigade S3, XO, or commander as necessary concerning naval air support and NSF. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]

2c10 The ADO assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-6001/1, 6002]

- a) Changes in HIMAD coverage to the brigade XO and brigade S3.
- b) The brigade air picture, ADA situation and analysis of CCIR, IR, and routine information.
- c) The ADO communicates with adjacent units and ADA battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-6002/2, 3]
 - (1) To confirm scheme of maneuver, IFF codes, and AD weapons area coverage.
 - (2) To confirm weapons control status with higher and adjacent units.
 - (3) To confirm events and reporting systems which will cause the brigade to upgrade weapons control status.
- d) Warning of imminent enemy air attacks (early warning).
- e) Updates the brigade S2 and air defense battalion S2 on: [AN]
 - (1) Type of aircraft engaged.
 - (a) Location.
 - (b) Time.
 - (2) Type of damage inflicted.
 - (3) Routes, tactics used by enemy air.
- f) Recommendations to the brigade S3, XO, or commander concerning air defense matters.

2c11 The MP platoon leader assists the brigade commander to synchronize the battle by communicating brigade MP situation and critical information to other brigade staff sections and external headquarters and makes recommendations to the brigade S3, XO, or commander as necessary about traffic control, handling of EPW, and other assigned missions. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1201/1]

2c12 The Bde SO and section assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1102/4]

- a) Brigade communications situation and critical information to other brigade staff sections and external headquarters.

b) The brigade communications section communicates with adjacent units and signal battalion headquarters. [ARTEP 71-3
MTP, Task 71-3-1102/4]

- (1) To confirm allocation and locations of signal assets and capabilities.
- (2) To acquire signal equipment to supplement brigade CPs and subordinate units which require special communications equipment.

c) Recommendations to the brigade S3, XO, or commander concerning critical communication actions.

2c13 The brigade rear CP (S1 and S4 officers and sections), FSB commander, and support operations officer assist the brigade commander to synchronize the battle by communicating: [FM 101-5, App A]

- a) Critical Class III, IV, and V supplies status that will affect the current battle.
- b) Brigade CSS staff communicates with brigade staff and brigade units:
 - (1) To identify additional requests for support.
 - (a) Transportation assets.
 - (b) Medical augmentation.
 - (c) Maintenance support for vehicles and weapons systems and for recovery of damaged vehicles or return of repaired vehicles.
 - (2) To coordinate the transportation of supplies and cargo to brigade units.
 - (3) To coordinate routine, emergency, and critical resupply operations (e.g., delivery times, types and quantities of supplies required.)
 - (4) For receiving and processing replacements.
 - (5) To track evacuation of personnel and casualties.
 - (6) To process awards, decorations, promotions, and legal actions.
 - (7) For security and protection of CSS units operating forward.
- c) Inform the brigade S3, XO, or commander of serious capability losses and provide recommendations for provision of CSS. [AN]
- d) Inform higher headquarters (G4, WSRO officer) when combat personnel or equipment losses reach a point where assistance is needed. [AN]

2c14 The brigade S5 assists the brigade commander to synchronize the battle by communicating: [FM 101-5, App A; ARTEP 71-3
MTP, Task 71-3-5001/2]

- a) CMO situation and analysis of CCIR, IR, and routine information.
- b) Civilian activity impact on LOC congestion that will affect synchronization.

- c) Recommendations to the brigade S3, XO, or commander concerning operational actions based on CMO situation.

4. **The brigade commander directs changes to the operation or plan.** [FM 71-123, pp. 1-38; FM 101-5, pp. 1-4 - 1-15]

4b. The brigade commander employs the MDMPP in a time-constrained environment. (Time available may be as brief as seconds or minutes.) [FM 71-3, App I; FM 101-5, pp. 4-41 - 4-60]

4b11 The brigade commander prepares or directs preparation of a FRAGO. [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]

- b) The brigade commander may direct the FRAGO be prepared by the brigade staff.
 - (1) The FRAGO must be documented so that the staff can conduct necessary coordination and integration activities and for recording the FRAGO in the brigade operations journal/log.
 - (2) The brigade XO directs the brigade staff backbriefs to the brigade commander based on his guidance and: [LL-CALL Newsletter No 93-3, p. 9]
 - (a) The brigade XO develops a preparation timeline. [LL-CALL Newsletter No. 93-3, p. 12]
 - (b) The brigade XO refines the timeline by listing tasks to be accomplished during preparation and the person responsible to complete the task. [LL-CALL Newsletter No. 93-3, p. 12]
 - (c) The brigade XO ensures that the brigade staff uses the timeline to track the progression of preparation. [LL-CALL Newsletter No. 93-3, p. 12]
 - (3) The brigade XO directs the brigade staff as it takes prompt action to accomplish the guidance given by the commander. Actions include:
 - (a) Publishes refinements to orders, annexes, and synchronization products.
 - (b) Initiates requests to higher and adjacent units for additional support.
 - (c) The staff at the main CP facilitates planning for future operations and coordinates additional support from division.
 - (4) The brigade XO directs the brigade staff in preparing FRAGOs reflecting changes to the current plan for the brigade commander's approval. FRAGO preparations include: [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
 - (a) Graphics and control measures for the operation.
 - (b) DST and synchronization matrix.
 - (c) Fire support plan, FSEM, FSCM, AGM, and quick fire plan.
 - (d) Communications plan.
 - (e) CSS plan with support matrix.

- 4c. The brigade XO directs the brigade staff as it coordinates internally and with higher, adjacent, and supporting elements to coordinate the FRAGO. [FM 101-5, App B]
- 4c1 The brigade XO directs the brigade staff to inform brigade elements of outdated/preempted orders, execution products and annexes containing information that has been superseded by the current FRAGO.
- 4c2 The brigade XO, at the main CP, analyzes the current FRAGO in light of current division, adjacent, and supporting unit OPORDs to preclude conflict.
- 4c3 The brigade XO ensures that the brigade staff understands how the commander wants to synchronize the battle; staff members perform necessary coordination. (See brigade BF 20, Task 2. a, b and c; Task 4. b. 11) b) (1) and (2)).
- 4c4 The brigade XO directs LNOs to communicate the FRAGO and the brigade commander's intent to their respective headquarters.
- 4d. The brigade XO supervises the staff actions necessary to assist the brigade commander to synchronize the current battle. (See brigade BF 20, Task 2. a, b and c).

OUTCOME 7 ASSESSMENT

OUTCOME 7: Subordinate leaders demonstrate an understanding of the critical elements of their mission and mission essential tasks, the brigade mission, and the brigade commander's intent.	Adequate	Marginal	Not Adequate
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(Use Tables 2 and 8)

Assessment Statements

- The brigade commander and staff take actions to ensure that subordinates have a clear understanding of the commander's intent and concepts.
- Subordinate leaders demonstrate their understanding of their units' roles through feedback to the commander or designated staff officers (e.g., in a confirmation briefing).
- Subordinate leaders demonstrate their understanding of their mission and the brigade commander's intent by executing appropriate actions.

OUTCOME 7 DIAGNOSTIC AID

OUTCOME 7: Subordinate leaders demonstrate an understanding of the critical elements of their mission and mission essential tasks, the brigade mission, and the brigade commander's intent.

Task Elements

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
 - 1a. The brigade commander directs subordinate forces. [FM 71-3, p. 3-4; FM 101-5, pp. 1-4 - 1-5]
 - 1a1 The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 10-32]a) Meeting with subordinate commanders and leaders to receive information and issue directions. [FM 101-5, pp. 4-53, 4-59 - 4-60]
 - b) Listening to cross-talk on brigade command nets.
 - c) Evaluating reports from subordinates for understanding of his intent, concept of operations, and their missions.
 - d) Confirmation briefs and backbriefs by subordinate commanders. [AN]
 - e) Rehearsals. [AN]
4. **The brigade commander directs changes to the operation or plan.** [FM 71-123, pp. 1-38; FM 101-5, pp. 1-4 - 1-15]
 - 4b. The brigade commander employs the M/MDMP in a time-constrained environment. (Time available may be as brief as seconds or minutes.) [FM 71-3, App 1; FM 101-5, pp. 4-41 - 4-60]
- 4b9 The brigade commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.
 - b) Procedural and positive risk-reduction control measures have been implemented, for example:
 - (1) Situation is understood by brigade members.
- 4b14 The brigade commander conducts a confirmation brief in person or by electronic means with key brigade leaders. [LL-CALL Newsletter No. 90-8, p. 25]

4b15 The brigade XO conducts a confirmation brief with the brigade staff at the main and rear CPs. [LL-CALL Newsletter No. 90-8, p. 25]

4b16 Brigade key leaders and all subordinate commanders, if possible, are able to hear each others' confirmation briefs. This ensures:

- a) Common understanding of the entire plan and the roles of each unit.
- b) Agility in execution; i.e., the ability to react quicker than the enemy.
- c) Direct personal coordination, which enhances synchronization of the plan.
- d) Continuity of command, so that if the brigade commander becomes combat ineffective, the subordinate commanders will share the same view of the commander's intent.

OUTCOME 8 ASSESSMENT

OUTCOME 8: Soldiers and units are motivated, disciplined, and maintain unit cohesion.

Component A. The brigade commander and staff take actions to promote discipline and motivation.	Adequate	Marginal	Not Adequate
(Use Table 8)			

Assessment Statements

- The brigade commander displays a calm presence to his subordinates.
- The brigade commander shares the dangers and hardships of the soldiers.
- The brigade commander ensures soldiers are fed and rested when circumstances permit.
- The brigade staff monitor status of unit discipline and morale and inform commander of problems.

Component B. Brigade soldiers exhibit discipline and motivation; units perform cohesively.	Adequate	Marginal	Not Adequate	

Assessment Statements

- Soldiers execute orders effectively.
- Crews perform routine maintenance of vehicles and equipment, as circumstances permit.
- Subordinate units perform as a team under pressure of battle.
- Morale and discipline indicators (e.g., accident rates, AWOL rates) do not rise to unacceptable levels.
- Soldiers exhibit military courtesy and discipline.

OUTCOME 8 DIAGNOSTIC AID

OUTCOME 8: Soldiers and units are motivated, disciplined, and maintain unit cohesion.

Task Elements

Component A. The brigade commander and staff take actions to promote discipline and motivation.

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
The brigade commander exercises leadership during the execution of the brigade battle by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command, pp. 10-13, 32-37]
- 1b1 Being professionally competent.
1b2 Inspiring soldiers with the will to win.
1b3 Sharing the hardships and dangers of his soldiers.
1b4 Demonstrating both mental and physical stamina.
1b5 Displaying physical and moral courage (making the difficult choices and decisions).
- 1c The brigade commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 4; Battle Command, pp. 10-13; CGSC ST 22-102, Chap 4]
1c1 Keeping the soldiers informed of the current situation.
1c2 Making personal contact with soldiers.
1c3 Sharing the hardships and dangers that his soldiers face.

1c4 Reassuring subordinates in a calm manner.

1c5 Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.

1c6 Acting decisively.

1c7 Giving precise, simple, easy-to-understand orders.

1c8 Checking to see that his orders are carried out.

2. **Brigade command posts support synchronization by acquiring, evaluating, and communicating information.** [FM 101-5, pp. 5-5 - 5-15]

2a. The brigade CPs acquire information. [TRADOC Pam 11-9, Chap 7, App D; FM 71-3, Chap 2; FM 34-130, Chap 2; FM 101-5, p. 3-84, Chap 4, 6, App A, C; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2a2 The brigade CSM obtains information on matters such as: [FM 71-3, pp. 3-5 - 3-6; FM 101-5, pp. 3-70 - 3-71]

- a) Morale, discipline, and adherence to standards by brigade soldiers.
- b) Welfare of brigade soldiers.

2a16 The brigade S1 section obtains personnel information. [ARTEP 71-3 MTP, Tasks 71-3-1001/1, 2; 1002/1, 3, 4; 1004/1; 1008/1; FM 101-5, pp. C-5; FM 71-3, pp. 8-5, 8-6, 8-17, 8-24; FM 71-3, Chap 8]

- b) The brigade S1 section coordinates personnel information concerns related to synchronizing the execution of the battle to include:

- (3) Personnel status from subordinate and supporting units.

- (a) PSRs.
- (b) Critical MOS/grade shortages.
- (c) AWOLs.
- (d) Casualty feeder reports.
- (e) Key leader and MOS status.

- (5) Morale and discipline indicators from division and brigade special staff officers.

- (a) Disciplinary rates from SJA.

- (b) Straggler and crime rates from PM.
- (c) Sick call and stress casualties from brigade surgeon.
- (d) Complaints information from the IG.
- (e) Leader and soldier concerns from the chaplain.

Component B. Brigade soldiers exhibit discipline and motivation; units perform cohesively.

Observers with the brigade subordinate units, or monitoring communication nets, should be sensitive to evidence of strong or waning morale, cohesion or lack of cohesion, and discipline or indiscipline.

OUTCOME 9 ASSESSMENT

OUTCOME 9: The brigade command and control capability survives and is prepared for the next mission.	Adequate	Marginal	Not Adequate
(Use Tables 1, 2, 3, 4, and 5)			

Assessment Statements

- The brigade CPs take actions to enhance survivability.
- The brigade CPs take actions to maintain communications requisite for command and control.
- In the event of the loss of a CP (destroyed, captured, unable to communicate), other CPs assume functions as shown below:
 - Loss of TAC CP:
 - Main CP assumes control of close battle.
 - Main CP assumes brigade TAC CP functions within 15 minutes (after TAC CP loss is determined)
 - If brigade commander is combat ineffective, XO initiates the pre-prepared plan of succession
 - Loss of Main CP:
 - TAC CP assumes responsibility for fighting deep battle, developing intelligence, coordinating the rear battle, synchronizing the entire battlefield, allocating resources, maintaining communications with forward elements, A2C2 functions, and planning for future operations.
 - Rear CP assumes responsibility for communication and liaison with division headquarters, adjacent, and subordinate units; fighting the rear battle, and monitoring the close battle.
 - Loss of Rear CP:
 - CP designated in brigade tactical standing operating procedures (TSOP) assumes responsibility for sustainment, transportation support, protection of support facilities, and management of terrain in the BSA.
- C3 is continuous regardless of losses of CPs or leaders.
- At change of mission the brigade commander confirms that the brigade is able to continue to the next mission.

OUTCOME 9 DIAGNOSTIC AID

OUTCOME 9: The brigade command and control capability survives and is prepared for the next mission.

Task Elements

1. **The brigade commander directs and leads subordinate forces.** [FM 71-3, pp. 3-2 - 3-4; FM 101-5, pp. 1-4 - 1-5; Battle Command Techniques and Procedures, Chap 1, 2, 4; Battle Command, pp. 12-14, 34-37]
 - 1a. The brigade commander directs subordinate forces. [FM 71-3, p. 3-4; FM 101-5, pp. 1-4 - 1-5]
 - 1a2. The brigade commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 71-3, pp. 3-2 - 3-4; FM 101-5, Chap 1, 2, 3; FM 7-20; Battle Command Techniques and Procedures, Chap 2, 3, 4; CGSC ST 22-102, pp. 4-14 - 4-15]
 - a) Ensures that people and equipment needed for him to move about the battlefield are organized and prepared to move on short notice.
 - b) Selects positions that enable communications with:
 - (1) Division commander and ADC-M.
 - (2) Brigade subordinate commanders.
 - (3) Main CP.
 - (4) Adjacent units (main CP may be given this task).
 - c) Selects positions that provide protection for the brigade commander and the TAC CP against direct and indirect fires.
 - d) Selects positions that minimize chance that he will become decisively engaged and lose freedom of movement.
 - e) Selects locations at decisive points in the battle using as criteria:
 - (1) Proximity to the main effort.
 - (2) Event or location where the brigade can exploit enemy weaknesses.
 - (3) Vicinity to places that he anticipates his personal intervention, at a precise time, will be necessary to synchronize maneuver and/or indirect fires or other elements of combat power.
 - (4) Capability to command through the depth of the battlefield (close, deep, and rear battles).
 - (5) Capability to see the battlefield and enhance overall visualization of the battle.
 - (6) Non-interference with the exercise of initiative, judgment, and efforts of subordinates.
 - (7) Enhance capability to conduct necessary face-to-face coordination and guidance in the operational area.

(8) Enhance the capability for redundant C2 in high risk situations.
(9) Non-interference of brigade C3I activities of the brigade CSM, S3, or other key leaders.

4. **The brigade commander directs changes to the operation or plan.** [FM 71-123, pp. 1-38; FM 101-5, pp. 1-4 - 1-15]

4b. The brigade commander employs the MDMPI in a time-constrained environment. (Time available may be as brief as seconds or minutes.) [FM 71-3, App I; FM 101-5, pp. 4-41 - 4-60]

4b16 Brigade key leaders and all subordinate commanders, if possible, are able to hear each others' confirmation briefs. This ensures:
a) Common understanding of the entire plan and the roles of each unit.
b) Agility in execution; i.e., the ability to react quicker than the enemy.
c) Direct personal coordination, which enhances synchronization of the plan.
d) Continuity of command, so that if the brigade commander becomes combat ineffective, the subordinate commanders will share the same view of the commander's intent.

5. **Brigade command posts manage and maintain command, control, and communications.** [FM 71-123, pp. 1-43 - 1-46; FM 71-3, Chap 3; FM 101-5, Chap 5, 7, App B, Battle Command Techniques and Procedures, Chap 4]

5b. The information managers at each of the brigade CPs maintain command, control, and communications throughout the battle.

5b2 The brigade XO repositions the brigade main CP as necessary to:
a) Maintain C3 with brigade command group and TAC CP, brigade subordinate units' CPs, division main CP, and adjacent units' CPs.
b) Preclude destruction of main CP C3 capabilities.

5b3 The brigade S1 or S4 repositions the rear CP in order to:
a) Maintain continuity of CSS support for the brigade forces.
b) Preclude destruction of CSS C3 capabilities.
c) Maintain collocation and operational capability with the FSB.

5c. The brigade reestablishes C3 operations in the event of CP loss or destruction. [FM 101-5, Chap 5, App B; FM 71-3, Chap 3, App H; Battle Command Techniques and Procedures, Chap 4]

5c1 The brigade XO reestablishes C3 operations in the event of the loss of the brigade TAC CP: [FM 71-3, Chap 3; FM 71-123, Chap 1, Battle Command Techniques and Procedures, Chap 4]

e) The brigade XO at the brigade main CP assumes control of the close battle by:

- (1) Maintaining communications with forward elements.
- (2) Synchronizing combat, CS, and CSS activities in support of the close battle.
- (3) Maintaining the current situation of the entire brigade battle area.
- (4) Informing the division main CP of the loss of the brigade TAC CP and the status of the brigade commander and key brigade staff members who were at the TAC CP.
- (5) Notifying all brigade elements that the main CP or a preselected TF CP is now controlling the entire brigade battle area.
- (6) Ensuring that all brigade units send all reports to the brigade main CP.
- (7) Notifying all adjacent units that the brigade main is now in charge of all brigade activities and to send all message traffic to the main.

g) The brigade commander, should he survive or is not at the TAC CP when it is destroyed, may elect to:

- (1) Establish a small assault CP with the communication equipment and personnel available and retain control to fight the close battle.
- (2) Move to the closest TF CP and establish a new TAC CP and continue to fight the close battle.
- (3) Move back to the brigade main CP and fight the close battle from that location.

5c2 The brigade commander or brigade S3 ensures that appropriate actions are taken in the event of the loss of the brigade main CP: [FM 71-3, Chap 3, App H; FM 71-123, Chap 1; Battle Command Techniques and Procedures, Chap 4]

c) The brigade commander or brigade S3 ensures, upon confirmation that the main CP is out of action, that functions are transferred. Function transfer might include:

- (1) The brigade TAC CP, which continues to fight the close battle and assumes the main CP functions of:
 - (a) Fighting the deep battle.
 - (b) Developing intelligence.
 - (c) Monitoring and coordinating the rear battle.
 - (d) Serving as the synchronization point for the entire brigade battlefield.
 - (e) Allocating brigade resources.
 - (f) Maintaining continuous communication with the forward elements, the brigade rear CP, division, or other higher headquarters.

(g) Performs A2C2 functions for the entire brigade battle area.

(h) Requesting additional personnel from the brigade S1 at the rear CP.

(i) Planning for future operations.

(2) The CP designated in the brigade TSOP assumes the following main CP responsibilities:

(a) The brigade command center and maintenance of communications with division and adjacent units.

(b) Liaison with:

- 1 Brigade subordinate and supporting units.
- 2 Division and adjacent units.

(c) Synchronization of CS and CSS for the close and rear battle areas.

(d) Fighting the rear battle.

(e) Monitoring the close battle.

(f) Providing situation reports to division main CP.

(g) Ensures that all main CP functions are quickly assumed by the rear CP.

(h) Reconstitutes main CP functional cells of headquarters, current operations, plans, intelligence, FS, and CSS from assets within the brigade or with help from division.

5c3 The brigade XO ensures that appropriate actions are taken if the brigade rear CP is lost: [FM 71-3, Chap 3, App H; FM 71-123, Chap 1; Battle Command Techniques and Procedures, Chap 4]

a) The CP designated in the brigade TSOP assumes the functions of the brigade rear CP to include:

- (1) Sustainment of all brigade units with priority to those units fighting the close battle.
- (2) Transportation support of all brigade units with priority to forward elements.
- (3) Protection of support facilities and LOCs.
- (4) Management of terrain in the BSA.

b) The brigade XO takes measures to reconstitute and reestablish the brigade rear CP by requesting replacement personnel and equipment.

5d. The brigade commander or brigade XO ensures that the brigade succession of command is implemented in accordance with the brigade plan or TSOP. [FM 101-5, Chap 5; FM 71-3, App H; Battle Command Techniques and Procedures, Chap 4; CTC Bulletin No 94-1, p. 19]

6. **The brigade consolidates and reorganizes.** [FM 71-3, pp. 8-23 - 8-26; FM 7-30, p. 9-6, App H; FM 71-123, Chap 2, 5; FM 100-9, Chap 4; FM 71-100, Chap 1, App A; Battle Command Techniques and Procedures, Chap 3; FM 101-5, Chap 4]

6a. The brigade commander directs the brigade consolidation. [FM 101-5, Chap 4; FM 71-3, Chap 8, App H; Battle Command Techniques and Procedures]

6a2 The brigade commander directs the brigade staff to assist in the brigade consolidation. [FM 101-5, Chap 4; Battle Command Techniques and Procedures, Chap 2, 3; FM 71-3, App H]

b) The brigade XO directs the brigade coordinating and special staff in accomplishing the following:

(1) The brigade XO:

(a) Alerts the brigade staff to start preparing for the consolidation and reorganization brief by: [AN]

1 Directing staff estimates of the brigade's post-battle situation.

2 Obtains current disposition and locations of brigade units.

3 Obtains estimate of strength and equipment status and capabilities of units.

4 Obtains current intelligence and estimate of enemy intent from the division G2.

(b) Supervises the staff preparation of orders for follow on missions.

(c) Directs and supervises the refurbishment of brigade units in preparation of the next mission.

(d) Keeps the commander informed on the activities of adjacent units.

(e) Ensures that the command has the current CCIR.

(f) Continues to monitor all activities in the brigade deep battle area and supervises the activities in the brigade rear battle area.

6b. The brigade commander directs brigade reorganization. [FM 71-123, Chap 2, 8; FM 71-3, Chap 1, 2, 7, 8, App H; Battle Command Techniques and Procedures, Chap 3, 9]

6b1 The brigade commander directs reorganization of brigade units: [FM 71-123, Chap 2, 6; FM 71-3, Chap 8, App H; Battle Command Techniques and Procedures, Chap 3, 9]

a) Refit of C3I equipment.

b) Cross leveling or replacement of personnel.

c) Replacement of personnel, supplies, and equipment based upon command priorities, references, and resources.

d) Conduct of essential training.

e) Reallocation of terrain responsibilities.

6b2 The brigade commander directs the brigade staff under the supervision of the brigade XO to prepare a FRAGO that includes: [FM 101-5, Chap 4; FM 71-3, Chap 8, App H; Battle Command Techniques and Procedures, Chap 9]

- a) Personnel replacement (brigade S1).
- b) Intelligence collection efforts (brigade S2).
- c) Maneuver plan (brigade S2, brigade S3, brigade engineer, brigade FSO, brigade ADO, brigade S4, brigade FSB commander, and brigade ALO and brigade AVLO).
- d) Security and reconnaissance (brigade S2, brigade S3, brigade FSO).
- e) Fire support (brigade S3, brigade FSO, brigade ALO, brigade ADO).
- f) Engineer support (brigade S2, brigade S3, brigade ABE).
- g) Air defense support (ADO/ADALO).
- h) Supply (brigade S4, brigade FSB commander).
- i) Medical support (brigade S1, brigade S4, brigade surgeon).
- j) Maintenance support (brigade S4, brigade FSB commander, brigade maintenance officer).
- k) Guidance on minimum manning levels for major weapon systems.

6c. The brigade commander confirms that the brigade is prepared to continue the mission. Confirmation criteria include: [AN]

- 6c1 All brigade elements report successful completion of reorganization and consolidation.
- 6c2 The brigade XO reports all brigade C3 facilities, CPs, and systems are fully operational.

PRODUCT REVIEW MEASURES OF EFFECTIVENESS

The following tables and questions examine various aspects of directing and leading units in battle. The emphasis is in command and control. Table 1 asks about the operation and monitoring of communication nets. Table 2 provides a place to record whether all critical information was communicated among brigade staff sections, key leaders, and headquarters of higher, adjacent and subordinate units. Table 3 asks about the updating of operations products during execution. Table 4 is about where leaders were positioned and continuity of command and control. A place is provided to note if key leaders were rendered combat ineffective, and whether the succession plan was executed effectively. Table 5 is about the evaluation of the tactical situation by the commander and staff. Table 6 asks about tactical decision making. Table 7 is about time management. Table 8 is concerned with the integration and coordination of the available elements of combat power. Table 9 is about synchronization of the battlefield operating system (BOS) throughout the battle. Table 10 addresses the brigade commander's leadership and is based on a series of questions.

Table 1. Operation and monitoring of communication nets.

Leave the block unmarked if communication was maintained to a degree that all information was transmitted and received. If non-critical information was lost because of interruptions in communication, enter an “M” (for Marginal performance). If critical information was not received, tag the incident by entering a number in sequence (1, 2, 3, ...) and then indicate below the table the nature of the critical information that *was not* received (use METT-T factors to describe this information).

Communication Nets:	Command Group	TAC CP	Main CP	Rear CP
Brigade command (voice)				
Division (Div) command (voice)				
DS FA battalion (Bn) fire support (digital)				
DS FA Bn O&I (voice) (as required)				
DS FA Bn command (voice) (as required)				
Brigade O&I				
Brigade A/L				
Division O&I				
Division A/L				
ADA battalion command (voice) (as required) (resident in the ADA battery CP collocated with Bde main CP) (Div AD early warning system)				

Table 1. (Continued)

Communication Nets:	Command Group	TAC CP	Main CP	Rear CP
Division and brigade HF voice nets (on call)				
Division and brigade amplitude modulation (AM) nets				
Air Force coordination nets (FM, HF, UHF, VHF)				
Engineer battalion command net				
MCS				
FSB command net				
Other nets as directed (e.g., division HF, division AM, tactical satellite (TACSAT))				

Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

Table 2. Communication among staff sections, higher, adjacent, and subordinate units.

Complete this table by tagging each incident in which critical information was NOT communicated from one element to another. Bde key personnel are indicated in the horizontal row at the top of the table. Listed vertically in the left column are the same positions followed by key personnel external to the battalion. Each occurrence of failure to communicate should be given an identification number on the chart for reference purposes. Insert the identifying number (in sequence: 1, 2, 3,...) in the appropriate cell. Following the table is space for notes on the nature of the problem. EXAMPLES OF USE: a) If in the first incident of failure to communicate during an exercise, the Bde S2 had failed to inform the Bde Cdr and the Bde S3 about change to enemy capabilities, the observer would annotate "1" in the cells at the intersection of the S2 vertical column and the horizontal row for the Bde commander and the Bde S3. In the foregoing example, the observer might also record at the end of the table, "1: Bde S2 did not appear to recognize significance of movement forward of enemy reserve company." b) If the second incident of failure to communicate was that the Bde S4 had not provided information to the FSB support operations officer, the observer would annotate "2" in the cell at the intersection of the Bde S4 column and the FSB support operations officer row. The clarifying note would show "2: Bde S4 failed to provide warning information about emergency supply of CL V to TF ____." c) If in a third incident, the Bde CMLO had failed to communicate with the Bde HHC about a support matter, the observer would annotate "3" at the intersection of the Bde CMLO vertical column and the Bde HHC row. The clarifying note at the bottom of the table might show, "3: Bde CMLO radio problem prevented timely transmission of information about decontamination (decon) site opening at Grid ____." d) If the fifth incident was the inability of the Bde S1 to provide information on replacements to a TF S1, the observer would annotate "5" in the cell formed at the intersection of the Bde S1 row and that TF's column. The note might reflect "5: Replacements arrived without warning. Unknown at this time why Bde S1 failed to inform TF S1."

Table 2. (Continued)

	Bde Cdr	Bde CSM	Bde SI	Bde Chaplain	Bde Surg	Bde S2	Bde S3	Bde S4	Bde S5	Bde XO	FSCOORD DS FA Bn Cdr	Bde FSO; FSE	Bde Engr/ Bn Cdr	Bde ABE CMLO	Bde ADA/ Battery Cdr	Bde ADALO	Bde SO	Bde AVLO	Bde USAF ALO	Bde Marine Air Officer; NGLO	Bde HHC Cdr
Internal communications:																					
Bde Cdr																					
Bde CSM																					
Bde SI																					
Bde Chaplain																					
Bde Surgeon																					
Bde S2																					
Bde S3																					
Bde S3 Air																					
Bde S4																					
Bde S5																					
Bde XO																					
FSCOORD DS FA Bn Cdr																					
Bde FSO; FSE																					

Note. Engr = Engineer.

Table 2. (Continued)

	Bde Cdr	Bde CSM	Bde S1	Bde Chaplain	Bde Surg	Bde S2	Bde S3	Bde S4	Bde S5	Bde XO	Bde DS FA Bn Cdr	Bde FSCOORD/Bde FSO; FSE	Bde ABE	Bde CMLO	Bde ADA/ ADA Battery Cdr	Bde ADALO SO	Bde AVLO	Bde USAF ALO	Bde Marine Air Officer; NGLO	Bde HHC Cdr
Internal communications: (cont'd)																				
Bde Engr/Engr Bn Cdr																				
Bde ABE																				
Bde CMLO																				
Bde ADA/ ADA Battery Cdr																				
Bde ADALO																				
Bde SO																				
Bde AVLO																				
Bde USAF ALO																				
Bde NGLO																				
LNOs																				
Bde HHC Cdr																				
External communications:																				
Div Cdr																				
Div ADC (M)																				
Div ADC (S)																				
Div G1																				
Div G2																				
Div G3																				

Table 2. (Continued)

	Bde Cdr	Bde CSM	Bde S1	Bde Chaplain	Bde Surg	Bde S2	Bde S3	Bde S4	Bde S5	Bde XO	Bde DS FA Bn Cdr	Bde FSO; Engr/ FSE	Bde Engr/ Bn Cdr	Bde CMLO	Bde ABE	Bde ADO/ADA Battery	Bde ADALO	Bde SO	Bde AVLO	Bde ALO	Bde USAF	Bde Marine	Bde Air Off;	Bde NGLO	Bde HHC Cdr
External communications: (cont'd)																									
Div G4																									
Div G5																									
Div G3 Air																									
TF 1 Cdr																									
TF 1 Staff																									
TF 2 Cdr																									
TF 2 Staff																									
TF 3 Cdr																									
TF 3 Staff																									
DS FA Bn Staff																									
Engr Bn Staff																									
FSB Cdr																									
FSB Spt Ops Off																									
FSB Staff																									
MP Plt Ldr																									
MI Co Cdr																									
Adjacent Unit																									
Adjacent Unit																									
Other																									

Note. Spt = Support; Ops = Operations; Off = Officer; Plt = Platoon; Ldr = Leader; Co = Company.

Table 2. (Continued)

Tag incidents with a number. Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

--	--	--	--	--	--	--	--	--	--	--	--

Table 3. Updates of operations products during mission execution phase.

This table is intended to show whether each CP maintained accurate and current operations products. Products listed may be employed by the brigade headquarters to update and collate information so that appropriate actions may be taken to conduct a synchronized battle. Some of these items are not required by doctrine or unit TSOP, so circle “N/A” if the item was not required by the TSOP or the particular CP. If the item was required, then circle “Yes” if it was continually updated to be complete, accurate, and current, or “No” if it wasn’t. On the following page, briefly state the consequences of any inaccurate or out-dated information reflected on a particular product. (There may be no consequences or impact in some instances.)

Operations products that may be employed by the brigade headquarters	Command Group	TAC CP	Main CP	Rear CP
Operations overlay (brigade, division, and adjacent units)	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Intelligence overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Situation template overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Event template overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Modified combined obstacle overlay (MCOO)	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Fire support overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Decision support template (DST)	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Synchronization matrix /operations schedule (OPSCHED)/operations checklist	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Fire support execution matrix (FSEM)	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Situation posted on appropriate maps	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
CSS overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
NBC overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Rear operations overlay	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Journals and logs	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Communications network status	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No

Table 3. (Continued)

Operations products brigade may employ	Command Group	TAC CP	Main CP	Rear CP
Plans map (with overlay for future operations)	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No
Other _____	N/A Yes No	N/A Yes No	N/A Yes No	N/A Yes No

For the products that are marked "No" in the previous table, indicate the CP and product, the information that was out-dated, the time when the update should have occurred (information was available and could have been posted), and the impact on the mission.

Inaccurate/out-dated information and time when update should have occurred

Table 4. Locations of leaders and succession of command or critical position during mission execution.

Parts a and b of the table were designed to capture whether leaders were at appropriate locations during the critical events of mission execution. Five sections make up this measure. Describe the key events and the leader's location at the times of the event by filling in the blanks. Then, circle "Yes" or "No" in each box to record whether the leaders were positioned to exercise C2. Parts c, d, and e are concerned with continuity of command and control.

a.		Were leaders in appropriate position to exercise command and control of the event?									
		Bde Cdr	Bde S3	Bde XO	DS FA Cdr (FSCOORD)	Engineer Bn Cdr	FSB Cdr	Bde S4	Other		
Key event during execution: (Fill in events and locations, as needed.)											
1. Start of mission (e.g., line of departure (LD))	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
2.	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
3.	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
4.	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
5.	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	

b. Briefly remark on any consequences for the conduct of the battle due to key leaders not being in position at critical events:

Table 4. (Continued)

e. If Bde Cdr, or the S3, or the XO, or other key leader was rendered ineffective during execution, indicate the key event ongoing at that time.

Key event and time:

Bde Cdr _____ ; S3 _____ ; XO _____ ; Other _____.

d. Briefly indicate the reason for the leader being rendered ineffective (e.g., loss of commo, vehicle disabled, leader wounded, killed, captured, became lost).

Reason for becoming ineffective:

Bde Cdr _____ ; S3 _____ ; XO _____ ; Other _____.

e. Determine if the succession of command procedure was executed effectively. Enter the time of each event in the first three columns. Circle Yes or No to indicate whether the succession was executed effectively.

Succession of command executed effectively:

Leader	Time successor notified:	Time successor took command:	Time successor able to exercise control:	Was succession executed effectively?
Brigade commander				Yes No
S3				Yes No
XO				Yes No
Other				Yes No

Notes:

Table 5. Evaluation of tactical situation.

This table elaborates on the evaluation of information and decision-making processes of the brigade commander and staff during execution of the battle. Possible factors that the commander should include in his estimate are listed by METT-T. It may be necessary to add other factors. The first rating is whether the commander and staff had an accurate perception of each factor when they issued their orders (OPORD or FRAGO). The second rating concerns whether the factor actually changed as a result of battle preparations or during execution of battle. The third column addresses whether the change was detected. The fourth column calls for an observer judgment about whether the response was or was not appropriate.

Mission	Factors	Were Bde Cdr and staff estimates based on accurate perceptions of the situation when orders were issued?	Did the situation change?	Was the change detected?	Was reaction to change appropriate?
Corps commander's intent	Yes	No	Yes	No	Yes
Division commander's intent	Yes	No	Yes	No	Yes
Brigade concept of operation	Yes	No	Yes	No	Yes
Specific brigade missions	Yes	No	Yes	No	Yes
Essential brigade tasks	Yes	No	Yes	No	Yes
Brigade commander's intent	Yes	No	Yes	No	Yes

Table 5. (Continued)

Factors	Were Bde Cdr and staff estimates based on accurate perceptions of the situation when orders were issued?	Did the situation change?	Was the change detected?	Was reaction to change appropriate?
Enemy Situation				
Capabilities	Yes	No	Yes	No
Activity	Yes	No	Yes	No
Strength	Yes	No	Yes	No
Locations	Yes	No	Yes	No
Probable COAs (Event Template)	Yes	No	Yes	No
Other (e.g., Situation Template)	Yes	No	Yes	No
Friendly Troops Location and Status				
Disposition and locations of brigade units	Yes	No	Yes	No
Status and capability of brigade units	Yes	No	Yes	No
Disposition, locations, and capabilities of other brigade assets	Yes	No	Yes	No
Disposition, locations, and status of adjacent units	Yes	No	Yes	No
Status of obstacles or lanes	Yes	No	Yes	No
Other--	Yes	No	Yes	No
Terrain (Area of Operations)				
Weather effects on visibility	Yes	No	Yes	No
			Yes	No
			Yes	No

Table 5. (Continued)

Factors	Were Bde Cdr and staff estimates based on accurate perceptions of the situation when orders were issued?	Did the situation change?	Was the change detected?	Was reaction to change appropriate?
Weather effects on movement	Yes No	Yes No	Yes No	Yes No
Weather effects on obstacles and positions	Yes No	Yes No	Yes No	Yes No
Terrain effects on movement	Yes No	Yes No	Yes No	Yes No
Terrain effects on obstacles and positions	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Time				
Time to coordinate missions	Yes No	Yes No	Yes No	Yes No
Times for planned actions	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Commander's overall assessment of METT-T				
Brigade's ability to execute mission	Yes No	Yes No	Yes No	Yes No
Accuracy and completeness of CCIR	Yes No	Yes No	Yes No	Yes No
Other	Yes No	Yes No	Yes No	Yes No

Table 6. Tactical decision making.

The following table is about the tactical decisions made during the execution of the battle. During the course of the battle, there will be one or more key events or changes in METT-T that will cause the armored brigade commander to make tactical decisions (which include altering the current plan or continuing to follow the plan as originally developed). These key events should be noted, and the tactical decision should be appraised in terms of:

- the quality of the recommendations made to the commander, and
- the quality of the selected COA.

Staff includes the brigade staff and the FSCOORD (DA FS Bn Cdr), Bde Engineer (Engineer Bn Cdr), FSB Cdr, and other key officers such as the FSO, ADLO. Tactically sound recommendations are consistent with the actual METT-T and will produce positive results. Other criteria of tactical soundness is that the commander receives all critical information, has enough time to make a decision, and has enough time to transmit it to subordinates in time for them to carry out the desired actions. When examining either the old COA or a newly developed COA, determine whether it also met the following criteria:

Suitable: Will accomplish the mission and meet the intents of the division and corps commanders.
Feasible: Brigade has the time, means, and physical resources to execute the COA.
Acceptable: COA does not unduly risk personnel, equipment, or mission accomplishment.
Rapid enough: Commander's decision is made and disseminated in time to permit units to carry out the desired actions.

Key decision point:	Staff recommendations				Bde commander's decision							
	Tactically sound?		To Cdr in time?		Suitable?		Feasible?		Acceptable?		Rapid enough?	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

Table 6. (Continued)

Briefly describe the result of any instances in Table 6 for which you circled "No". These results should be described in terms of what the brigade was unable to do to and why.

Table 7. Execution timelines.

Enter the date and time that each sequence (Cdr's decision, issuance of WARNO, issuance of FRAGO, receipt of FRAGOs) occurred within context of current battle. WARNOs and FRAGOs may be oral versus written. If a decision was made, but no WARNO was issued, leave that column blank. If a WARNO was issued, but no FRAGO was issued, leave that column blank. Columns are provided to record times units received their orders. Use more than one row to record different times. If a FRAGO was issued and a subordinate unit(s) was not able to execute the required action, describe circumstances in the space following the table. If a WARNO was issued, but no FRAGO was issued and the unit did not initiate any action implied by the WARNO, leave the FRAGO columns and last column blank.

Bde Cdr decision:	WARNO issued:	Time of receipt of WARNO by affected units:	FRAGO issued:	Effective time for task execution by units:	Time of receipt of FRAGO by units required to execute tasks:
Date/Time:	Date/Time:	Unit: _____ Date/Time:	Date/Time:	Date/Time:	Unit: _____ Date/Time:
Date/Time:	Date/Time:	Unit: _____ Date/Time:	Date/Time:	Date/Time:	Unit: _____ Date/Time:
Date/Time:	Date/Time:	Unit: _____ Date/Time:	Date/Time:	Date/Time:	Unit: _____ Date/Time:
Date/Time:	Date/Time:	Unit: _____ Date/Time:	Date/Time:	Date/Time:	Unit: _____ Date/Time:

Use the space below to record appropriate details.

Table 8. Integration and coordination of combat, combat support, and combat service support.

Intent of this table is to record the brigade commander's and staff's ability to integrate and coordinate the elements of combat power represented by combat, combat support, and combat service support capabilities available to the brigade. "Integrated and coordinated" mean that the activities of the elements of combat power were available to bear on the battle at the appropriate times. The results of integration and coordination are that the elements of combat power are available to be synchronized so as to influence the battle as envisioned by the brigade commander. The elements of combat power must be deconflicted vertically, horizontally, and within the BOS so that they are brought together in a harmonious order or relationship during the battle. Circle the response appropriate for the integration and coordination for each element of combat power. For those elements of combat power listed in the table but not available to the brigade, the observer should circle "N/A".

Elements of Combat, Combat Support, and Combat Service Support		Integrated and Coordinated?	
Intelligence, e.g.:			
<ul style="list-style-type: none"> • Intelligence and Electronic Warfare (IEW) (Collection) • Unmanned Aerial Vehicle (UAV)/Other Air Reconnaissance (Recon) Assets • Bde Ground Recon Assets • GSR 	Yes	No	
Fire Support, e.g.:			
<ul style="list-style-type: none"> • FA Assets • Other Indirect Fire Assets (e.g., mortars, Naval Surface Fires (NSF)) • Close Air Support (CAS) • IEW (Jamming) • Observers (designation and positioning) 	Yes	N/A	No
Command and Control, e.g.:			
<ul style="list-style-type: none"> • Communication Networks • Retransmission Equipment Positioning • CP Locations • Other C2 Means (e.g., helicopters) 	Yes	N/A	No

Table 8. (Continued)

Elements of Combat, Combat Support, and Combat Service Support		Integrated and Coordinated?	
Maneuver, e.g.:			
• Armor (AR)		Yes	No
• Mechanized Infantry		N/A	
• Light/Dismounted Infantry			
• Attack Helicopters (AH)			
• Reserve			
Mobility and Survivability			
• Mobility Assets, e.g.:			
• AVLBs			
• Dozer Tanks			
• Mine Plows			
• Engineer Companies			
• Counter mobility Assets, e.g.:			
• Earth Movers			
• Volcano			
• Engineer Companies			
• Survivability Assets e.g.:			
• Earth Movers			
• Decon Sites			
• Smoke Generators			

Table 8. (Continued)

Elements of Combat, Combat Support, and Combat Service Support		Integrated and Coordinated?
Air Defense, e.g.:		
• Air Defense Battery	• Avenger Platoon	Yes
• Small Arms for Air Defense (SAFAD)	• Combined Arms for Air Defense (CAFAD)	N/A
Combat Service Support, e.g.:		
• Casualty Evacuation	• Vehicle and Equipment Recovery and Repair	Yes
• CL III	• CL IV	No
• CL V	• Other Classes of Supplies	N/A
• Personnel Replacements	• Weapons System Replacement Operations (WSRO)	
• EPW Processing and Evacuation		
Notes:		

Notes:

Table 8 Notes (Continued):

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Table 9. Synchronization for all operations by BOS.

All operations conducted during the execution of the battle should be integrated, coordinated, and synchronized across all BOSs if possible. Use this table to record whether each BOS was integrated, coordinated, and synchronized with one or more other BOS throughout the battle. Circle “Yes” or “No” in each box and, at the bottom of the page, elaborate on any instances in which you circled “No.” In the second column, identify (using the identifying number reflected in the left sub-column) the other BOS(s) which was (were) synchronized with the BOS listed in the first column. In the next column, identify parts of the battle when synchronization did or did not occur. Elaborate following the table as necessary.

BOS	Other BOS Synchronized (ID BOS by #)	Rear Operations	Close Operations	Deep Operations	Security Operations
1 INTELLIGENCE		Yes No	Yes No	Yes No	Yes No
2 FIRE SUPPORT		Yes No	Yes No	Yes No	Yes No
3 COMMAND AND CONTROL		Yes No	Yes No	Yes No	Yes No
4 MANEUVER		Yes No	Yes No	Yes No	Yes No
5 MOBILITY/SURVIVABILITY		Yes No	Yes No	Yes No	Yes No
6 AIR DEFENSE		Yes No	Yes No	Yes No	Yes No
7 CSS		Yes No	Yes No	Yes No	Yes No

Notes:

Table 10. Brigade leadership.

The following table has been designed to examine the brigade commander's leadership during mission execution. Process statements are used to describe an aspect of the planning process. A numerical scale is included to identify the degree of proficiency to which the process was accomplished. Circling “1” on the scale means the task was not accomplished. (“2” and “3” are provided to differentiate between extremes.) Circling “2” means the task was poorly accomplished; “3” indicates the task was accomplished but requires training. Circling “4” means the task was performed in accordance with (IAW) doctrine. The paragraphs under the process statements are “anchors” to guide the assessor when determining whether the process statements were accomplished. The “anchors” are not meant to be all inclusive.

Bde commander was not receptive to new information.	1	2	3	4	Bde commander sought and accepted new information.
Bde commander guidance and directives to staff had too little or too much detail.	1	2	3	4	Bde commander gave the staff the guidance and directives they needed.
Bde commander did not synchronize combat power at critical points.	1	2	3	4	Bde commander synchronized combat power at critical points.
Bde commander did not keep soldiers informed of the current situation.	1	2	3	4	Soldiers were kept informed of the current situation.
Bde commander did not share hardships and dangers of his soldiers.	1	2	3	4	Bde commander did share hardships and dangers of his soldiers.
Bde commander did not ensure that soldiers have the opportunity to rest and eat as conditions permitted.	1	2	3	4	Bde commander ensured that soldiers had the opportunity to rest and eat as conditions permitted.
Bde commander did not check to see that his orders were carried out.	1	2	3	4	Bde commander checked to see that his orders were carried out.

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Appendix A

ACRONYMS AND ABBREVIATIONS

A2C2	Army airspace command and control
AAR	after action review
ABE	assistant brigade engineer
ACA	airspace control authority
ACE	armored combat earthmover
AD	air defense
ADA	air defense artillery
ADALO	air defense liaison officer
ADC	area damage control
ADC-M	assistant division commander for maneuver
ADO	air defense officer
AG	Adjutant General
AGM	attack guidance matrix
AH	attack helicopter
A/L	administrative/logistics
ALO	air liaison officer
ALOC	administration and logistics operation center
AM	amplitude modulation
AN	author note
ANGLICO	air and naval gunfire liaison company
AO	area of operations

AR	armor
ARI	U.S. Army Research Institute for the Behavioral and Social Sciences
ARTEP	Army Training and Evaluation Program
ASAS	all source analysis system
ASL	authorized stockage list
ASOC	air support operations center
ASR	alternate supply route
ATO	air tasking order
AVLB	armored vehicle launched bridge
AVLO	aviation liaison officer
AWOL	absent without leave
BCT	brigade combat team
BDA	battle damage assessment
Bde	brigade
BF	battlefield function
Bn	battalion
BOS	battlefield operating system(s)
BSA	brigade support area
C2	command and control
C3	command, control, and communications
C3I	command, control, communications, and intelligence

CP	command post
CPX	command post exercise
CS	combat service
CSM	command sergeant major
CSS	combat service support
CTC	Combat Training Center
CTCP	combat trains command post
decon	decontamination
DISCOM	division support command
Div	division
DMMC	division material management center
DMOC	division medical operations center
DMP	decision-making process
DS	direct support
DST	decision support template
DTDD	Directorate of Training and Development Doctrine
Engr	engineer
EPW	enemy prisoner of war
EW	electronic warfare
FA	field artillery; function analysis
FAC	forward air controller

GS	general support
GSR	ground surveillance radar; general support-reinforcing
HF	high frequency
HHC	headquarters and headquarters company
HIMAD	high to medium altitude air defense
HN	host nation
HPT	high payoff target
HPTL	high payoff target list
HQ	headquarters
IAW	in accordance with
ICW	in coordination with
IEW	intelligence and electronic warfare
IFF	identification, friend, or foe
IG	inspector general
INTSUM	intelligence summary
IPB	intelligence preparation of the battlefield
IR	information requirement
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JAAT	joint air attack team
JAG	Judge Advocate General
JRTC	Joint Readiness Training Center

LAN	local area network
LD	line of departure
Ldr	leader
LL	lesson learned
LNO	liaison officer
LOC	lines of communication
LOGPAC	logistics package
M/CM/S	mobility/countermobility/survivability
MCOO	modified combined obstacle overlay
MCS	maneuver control system
MDMP	military decision-making process
MEDEVAC	medical evacuation
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MICLIC	mine clearing line charge
MIJI	meaconing, intrusion, jamming, and interference
MOPP	mission oriented protective posture
MOS	military occupational specialty
MP	military police
MSB	main support battalion
MSC	major subordinate command

MSR	main supply route
MTP	mission training plan
MWR	morale, welfare, and recreation
NAI	named area of interest
NALO	Naval aviation liaison officer
NBC	nuclear, biological, and chemical
NBCWRS	nuclear, biological, and chemical warning and reporting system
NCS	net control system
NGF	naval gunfire
NGLO	naval gunfire liaison officer
NGO	naval gunfire officer
NSF	naval surface fires
NTC	National Training Center
O/C	observer/controller
O&I	operations and intelligence
OB	order of battle
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach
Off	officer
OIC	officer in charge
OPORD	operations order

Ops	operations
OPSCHEDE	operations schedule
OPSEC	operations security
Pam	pamphlet
PIR	priority intelligence requirement
PLL	prescribed load list
Plt	platoon
PM	provost marshal
PSR	personnel strength report
R&S	reconnaissance and surveillance
recon	reconnaissance
RFL	restrictive fire lines
ROE	rules of engagement
ROM	refuel-on-the-move
S1	Adjutant/Personnel Officer, Brigade and Battalion Staff
S2	Intelligence Officer, Brigade and Battalion Staff
S3	Operations and Training Officer, Brigade and Battalion Staff
S3 Air	Operations and Training Officer - Air Operations, Brigade and Battalion Staff
S4	Supply/Logistics Officer, Brigade and Battalion Staff
S5	Civil-Military Operations, Brigade and Battalion Staff

SAFAD	small arms for air defense
SALT	supporting arms liaison team
SCATMINE	scatterable mine
SEAD	suppression of enemy air defenses
SIT TEMP	situation template
SITMAP	situation map
SITREP	situation report
SJA	Staff Judge Advocate
SO	signal officer
SOI	signal operation instructions
SOP	standing operating procedure
Spt	support
ST	student text
TAC	tactical
TACFIRE	tactical fire direction system
TACP	tactical air control party
TACSAT	tactical satellite
TAI	target area of interest
TF	task force
TOC	tactical operations center
TRADOC	U.S. Army Training and Doctrine Command
TSOP	tactical standing operating procedures

UAV	unmanned aerial vehicle
UHF	ultra high frequency
USAARMC	U.S. Army Armor Center
USAARMS	U.S. Army Armor School
USAF	U.S. Air Force
USMC	U.S. Marine Corps
USN	U.S. Navy
VHF	very high frequency
WAN	wide area network
WARNO	warning order
WSRO	weapons systems replacement operations
XO	executive officer